Scrutiny & Overview Committee Agenda

To: Councillors Sean Fitzsimons (Chair), Robert Ward (Vice-Chair), Sherwan Chowdhury, Jerry Fitzpatrick, Joy Prince and Andy Stranack

Reserve Members: Richard Chatterjee, Felicity Flynn, Maddie Henson, Stephen Mann, Stuart Millson and Callton Young

A meeting of the **Scrutiny & Overview Committee** which you are hereby summoned to attend, will be held on **Tuesday, 30 April 2019** at **6.30 pm** in **Town Hall**

Jacqueline Harris Baker
Council Solicitor & Monitoring Officer
London Borough of Croydon
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www.croydon.gov.uk/meetings
Thursday, 18 April 2019

Members of the public are welcome to attend this meeting.

If you require any assistance, please contact the person detailed above, on the righthand side.

N.B This meeting will be paperless. The agenda can be accessed online at www.croydon.gov.uk/meetings

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AGENDA – PART A

1.   Apologies for Absence

To receive any apologies for absence from any members of the Committee.

2.   Minutes of the Previous Meeting (Pages 5 - 14)

To approve the minutes of the meeting held on 5 March 2019 as an accurate record.

3.   Disclosure of Interests

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

4.   Urgent Business (if any)

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

5.   Question Time: Cabinet Member for Economy and Jobs (Pages 15 - 30)

Question Time with the Cabinet Member for Economy & Jobs, Councillor Manju Shahul-Hameed.

6.   Proposed Scope of the new Digital Strategy (Pages 31 - 64)

The Committee is asked to provide comment and inform the development of a Digital Strategy for Croydon Council.

7. **Annual Report from the Chairman of the Children & Young People Sub-Committee**

To receive the annual report from the Chairman of the Children and Young People Sub-Committee (to follow).

8. **Exclusion of the Press and Public**

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

"That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended."

PART B

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Scrutiny & Overview Committee

Meeting held on Tuesday, 5 March 2019 at 6.30 pm in Council Chamber - Town Hall

MINUTES

Present:	Councillors Sean Fitzsimons (Chair), Councillor Robert Ward (Vice-Chair), Sherwan Chowdhury, Jerry Fitzpatrick, Joy Prince and Andy Stranack
Also Present:	Councillors Hamida Ali and David Wood

PART A

15/19 **Minutes of the Previous Meeting**

The minutes of the meeting held on 11 February 2019 were agreed as an accurate record.

16/19 **Disclosure of Interests**

There were none.

17/19 **Urgent Business (if any)**

There were no items of urgent business.

18/19 **Safer Croydon Partnership**

The Committee received a presentation from the Cabinet Member for Safer Croydon and Communities, Councillor Hamida Ali, on the performance of the Safer Croydon Partnership over the past twelve months.

In addition to the Cabinet Member, the Chair also welcomed the following attendees who were present at the meeting for this item:-

- Andy Brown: Chief Executive of the Croydon BME Forum

- Colin Carswell: Partnership Superintendent, Metropolitan Police

- Elaine Clancy: Director of Quality & Governance, Croydon Clinical Commissioning Group (CCG)

- Rachel Flowers: Director of Public Health, London Borough of Croydon

- Gavin Handford: Head of Policy & Communities, London Borough of Croydon

- Anthony Lewis: Head of Community Safety, London Borough of Croydon

- Lucien Spencer: Area Manager, London Community Rehabilitation Company (CRC)

- Dave Stringer: South Area Commander, Metropolitan Police

- Jonathan Toy: Programme Director – Community Safety, London Borough of Croydon

- Councillor David Wood: Deputy Cabinet Member for Safer Croydon & Communities

During the introductory presentation delivered by the Cabinet Member, the following information was noted:-

- Crime and safety were two of the key priorities set out in the Labour Manifesto which was produced in the run up to the local elections in May 2018.

- The Safer Croydon Partnership (SCP) was a statutory partnership that originally came into force in 1998 with the Crime and Disorder Act, but had evolve since then towards its present format.

- Statutory partners in the SCP included the Council, the Clinical Commissioning Group, the Community Rehabilitation Centre, the Fire Service and the Police.

- Voluntary partners included Croydon Voluntary Action, the Croydon BME Forum and CAYSH

- A recent Assessment of Statutory Compliance, had indicated that SCP was achieving compliance in all areas except Information Sharing, which was an issue effecting many Community Safety Partnerships and not just in Croydon.

- There was a requirement for the Partnership to have a Community Safety Strategy, which was reviewed in 2017 and 2018 to ensure it continued to be aligned with priorities.

- The current priorities were:

  o To reduce the overall crime rate in the borough; with a focus on violent crime and domestic abuse

  o To improve the safety of children and young people

  o To tackle anti-social behaviour and environmental crime

  o To improve public confidence and community engagement

  o To improve support and reduce vulnerability for all victims of crime; with a focus on hate crime.

- Working below the main Partnership were five programme boards whose work streams were each aligned with one of these five priorities.

- The strengths of the SCP included partners having a clear line of sight over the area, the involvement of the voluntary organisations was important particularly in regard to tackling knife crime and the DRIVE pilot for London which focussed on domestic abuse.

- Potential areas of weakness for the Partnership included the challenge arising from the different working practices of partners, not all partners contributing equally, the challenge of coordinating the voluntary sector organisations and evaluating performance of the Partnership.

- Forthcoming opportunities for the Partnership included the move towards a greater focus on prevention, the Vulnerable Young People Review and additional resources from the Council providing a greater opportunity for data analysis.

- Potential threats to the success of the Partnership included a 10% reduction in funding from the Mayor's Officer for Policing & Crime, the Police reorganisation to a tri-borough approach, the Information Commissioners Office enforcement made the sharing of data difficult and making sure the work of partners was coordinated.

Following the presentation, the Committee was given the opportunity to question those partners present at the meeting. The Chair stressed that it was the duty of the Committee to make a judgement on the effectiveness of SCP and that the partners were aware of their weaknesses and were addressing these accordingly. As such each partner was asked to give their views on these areas.

i. The Police advised that the move to the new tri-borough structure was the main risk that would affect the performance of the partnership, but it was their role to ensure there was as little impact from this as possible. There was an effective focus on the key priorities of the Partnership within the borough, with improvement made in the reduction of violent crime. There was a need to ensure that the prevention work was as effective as possible, with a focus on children in Years Five and Six. School exclusions were also an issue and it could be difficult to work across the education landscape in the borough to address this issue, which needed to be focussed towards children remaining in the school system.

ii. The Director of Public Health advised that the Council was working on its mental health support offer in schools, to ensure this complemented the work on community safety. The engagement of the community and voluntary sector had been positive and as the Partnership moved forward it needed to ensure that there was a clarity of vision and that it continued to be efficient.

iii. The representative from the Croydon BME Forum advised that there seemed to be a togetherness of purpose from the both the Partnership and the local community. The openness of the Cabinet Member to meet and engage with the local community was also welcomed. It was felt that Croydon was leading the way for London with the Violence Reduction Network.

iv. The representative from the CRC advised that from their experience of attending a number of different partnership boards across South London, it was important not to underestimate the level of initiative and innovation in Croydon. There were challenges arising from the changes made to the Probation Service, but there was support from partners.

v. The representative from the CCG echoes the comments of other partners, highlighting the significant financial challenges being faced which increased the need to ensure that the Partnership worked effectively.

vi. The Cabinet Member welcomed the reflection of her colleagues in the Partnership. The Vulnerable Adolescent Review was highlighted as a priority for the Violence Reduction Network and the Safeguarding Board. Thanks was given to the Community Safety team at the Council for all its work in facilitating the Partnership.

In response to a question about why a focus was needed on pupils staying in the school system and how this could be achieved, it was advised that statistic evidence showed that a disproportionally high number of children involved in serious crime including knife crime were not in the school system. The Police highlighted a School Watch Programme that they had organised in the London Borough of Tower Hamlets which looked at schools as communities and engaged with teachers, pupils and parents on their priorities, which were used to inform the programme. It was essential that work in this area included a before, during and after school approach.

It was advised that it was the role of health to support the other partners working to reduce school exclusions through the provision of school nursing and sexual health support. Mental health provision was important as data showed that almost all young people who had committed crimes had also been referred to mental health services and many had parents or carers with their own mental health issues.

The importance of ensuring that the governance of the Partnership was correct was highlighted and as such it was questioned whether the current structure allowed partners to operate effectively. It was advised that the Partnership had been reviewed in 2017 which had resulted in the present structure with a streamlined Board providing a strategic overview, supported by operational panels. It was agreed by partners that there was a good level of cooperation and commitment throughout the Partnership which could be evidenced in the positive improvements being delivered.

In response to a question about what the partners had learnt from each other, it was advised that the review had provided real data for Croydon and facilitated discussion on other initiatives and ways of working. It had also helped partners to learn about the different cultural identities in the borough and helped schools to engage with community groups.

As knife crime was a high priority not only within the borough, but nationally, it was questioned how the partnership was working to prevent crimes of this nature. It was advised that there was a lot of work focussed on young people including an extensive schools programme aimed at making sure young people felt safe and another aimed at getting young people into voluntary programmes that provided the right role models. There was also work targeted at domestic abuse and ensuring intervention at an early stage.

It was noted that there was a pilot at the Kings College Hospital that provided trained staff to work with young people from the time they were admitted with traumatic injuries, through to their departure from hospital. Work was underway at the Croydon University Hospital to explore the possibility of bringing this scheme to the borough.

It was questioned whether the school structure in the borough was open enough to allow the Partnership to feed into it. It was advised that there was school representation in the Partnership, but it could be difficult to coordinate activities across the different schools in the borough. There was a Fair Access Panel which managed exclusions and the possibility of an annual conference with local schools was being explored. There was also a wide variety of work being carried out by the Youth Engagement Team.

The Chair thanked the attendees for their attendance at the meeting and answering the Committees questions.

Conclusions

Following the discussion of this item, the Committee reached the following conclusions:

1. The Committee agreed that the Safer Croydon Partnership seemed to be on the right track and that the progress reported was positive. A further update in twelve months to review further progress would be welcomed.

2. The Committee was reassured that the correct form of governance was in place for the Safer Croydon Partnership and recognised the commitment from the partners, who were using their resources as adequately as possible.

3. The Committee recognised that many of the potential outcomes were only likely to be delivered in the longer term.

4. As the evidence had demonstrated that schools would need to play a large role if the programme was to be successful, the fractured nature

of education provision in the borough led to significant concern that this may be an impediment to the success of the partnership

5. The Committee was interested to investigate further what resources health organisations would allocate in the areas they were able directly influence and effect.

6. It was agreed that it should be planned into the Scrutiny Work Programme 2019/20 that the Children & Young People and the Health & Social Care Sub-Committees should look in greater detail at the education and health aspects of the partnership in light of Conclusions 4 & 5.

Recommendations

1. That the Cabinet Member for Safer Croydon & Communities and other members of the Safer Croydon Partnership be invited to the meeting of the Scrutiny & Overview Committee on 25 February 2020 to provide an update on the work of the partnership over the previous twelve months

2. That further consideration needed to be given to how to engage local schools with the work of the Safer Croydon Partnership.

19/19 **Question Time: Cabinet Member for Safer Croydon and Communities**

The Committee received a report set out on pages 17 to 38 of the agenda along with an accompanying presentation on the Portfolio of the Cabinet Member for Safer Croydon and Communities, Councillor Hamida Ali. During the introductory presentation to this item the following was noted

i. Although the Portfolio did not have as large a budget as some of the others, a wide range of areas were covered including community safety work streams and working with the voluntary & community sector.

ii. The strengths within the Portfolio included the breath of activity arising from partnership work, Croydon Trading Standards playing a role nationally in test purchasing the online acquisition of knives, the Drive project aimed at disrupting domestic and sexual violence, funding had been received from National FGM Centre for a social worker for two years, the Voluntary & Community Sector Strategy and the Council had received recognition for its equalities and diversity work from both Stonewall & the Employers Network for Equalities & Inclusion.

iii. Weaknesses included the lack of available funding undermining the ambitions of the Council and the lack of available, affordable community space (although provision was being created in the former SLaM premises on Tamworth Road).

iv. Future opportunities included the expansion of the Credit Union, CCTV investment for smart city applications, the Best Bar None competition planned for 2019/20 and the second phase of Community Empowerment and Devolution also planned for 2019/20.

v. Potential threats included the impact from the restructure of the Police Basic Command Unit, the large volume of activity across multiple funding streams outside of the Safer Croydon Partnership structure and data protection issues that restricted the sharing of data.

Following the presentation from the Cabinet Member, the Committee was given the opportunity to ask questions about her Portfolio. The first question concerned the potential impact of the Police restructure to a tri-borough arrangement with Sutton and Bromley. The South Area Commander for the Metropolitan Police advised that the purpose of the restructure was to ensure that there was more officers available on the ground and in moving to a tri-borough arrangement it delivered savings from having less senior management to deliver this. It had also presented the opportunity to equalise the work of senior commanders, so there should not be a noticeable difference on a local level.

It was questioned whether all the various partnerships and boards could lead to a risk of duplication, affecting the outcomes. It was advised that the Boards under the Safer Croydon Partnership were arranged to reflect the priorities of the Partnership. The arrangement had recently been reviewed and it was concluded that the partnership was working well, but it would be reviewed again in 2020. Within the Cabinet Member's own Portfolio, there were regular meetings with the three Executive Directors to ensure that there was cohesion across the Portfolio.

The provision of funding for a social worker to work specifically on cases of FGM was welcomed by the Committee, with it questioned when this role would be in place. It was advised that the funding was due to start in April 2019, with recruitment for this role due to start. Furthermore, there would be additional FGM training for existing staff as well.

It was highlighted that modern CCTV equipment was now cheaper and more powerful, but there were issues with increasing its coverage in public areas. As such it was questioned what the Council could do to lobby central Government to achieve better outcomes. It was advised that there was a need to achieve a balance between safety and privacy and in doing so resident expectations also needed to be managed. CCTV was not particularly good at preventing violent crime, but it was useful for the crime detection especially in youth crimes when witnesses were often reluctant to come forward. It was highlighted that at present the Council provided 24 hour monitoring of its CCTV, which was not something that all boroughs offered. The new equipment would offer facial recognition capacity, but there were strict regulations guiding its use.

It was highlighted that there were areas of social infrastructure, such as libraries, that were not open in the evening and at weekends when they would be useful locations for young people to visit. As such it was questioned whether there were any plans to look at social infrastructure as part of the wider crime prevention work within the Cabinet Member's Portfolio. It was confirmed that it the Administration had given a Manifesto Commitment to working with schools to increase the amount of community space available,

but there were issues around who controlled these assets. It was positive that the Council had been able to retain its libraries across the borough. Work was needed to continue the roll out of the safe haven scheme across the borough.

Conclusions

Following the discussion of this item, the Committee concluded that there was concern about the number of working groups operating under the Cabinet Member for Safer Croydon & Communities Portfolio, which may lead to an increased risk of duplication. As such it was agreed that this may need to be scrutinised in greater detail at a later date.

20/19   **Developing a Public Health Approach to Violence Reduction**

The Committee received a presentation from the Cabinet Member for Safer Croydon and Communities, Councillor Hamida Ali, on the Safer Croydon Partnership's move towards implementing a public health model for violence reduction in the borough.

During the presentation from Councillor Ali the following points were noted:-

- Serious youth violence in the borough had fallen by 22.9% over the past twelve months, with 368 crimes reported against 477 in the previous twelve months. This reduction compared favourably with the rest of London which had a 5.8% reduction.

- Knife crime in the borough had also reduced in the past year with 531 crimes compared to 637 in the previous twelve month. This represented a reduction of 16.6% against a London wide reduction of 0.4%.

- The reduction in knife crime involving injury had decreased by 27.3% over the past twelve months, with 80 reported crimes compared to 110 in the previous year. The London wide reduction was 13.6%.

- The data demonstrated that Croydon was seeing a greater reduction in knife crime, youth crime and violence with injury than the London average. Croydon actually had a lower level of knife crime offences compared to the London average for the first time since 2015.

- The Safer Croydon Partnership was now developing a public health approach to violence reduction which aimed to deliver long term, sustained reductions in violent crime.

- The public health approach was data driven and focussed on preventing violence before it occurred using community based support, targeted interventions and enforcement.

- The Public Health Approach would be used to look at all forms of violence including domestic abuse and sexual violence against women.

- The priorities for the new approach would be to ensure that all partners understood their roles in helping to reduce violence in the borough, taking opportunities to intervene at an early stage were appropriate, reducing school exclusions and developing community support networks.

- The next steps for the project would be a number of listening event in March and April before the framework and delivery model was finalised by the Safer Croydon Partnership Board in April. The Cabinet would give the project its final sign off in June 2019.

Following the presentation the Committee was given the opportunity to ask questions about the new Public Health Approach for violence reduction. The move towards a data driven approach was welcomed, but reassurance was sought that the approach would be led by data and not overruled by political priorities. Reassurance was given that future work would be driven by evidence as this was a vitally important part of employing a public health approach.

It was questioned what the Council could do to ensure the better use of digital data. It was advised that it was essential to ensure that the data was constantly being refined and developed. Evidence demonstrated that early trauma in the life of a young person was a common factor in many instances of those committing knife crime and as such it was important to use data to allow the Council and its partners to move towards a preventative approach.

It was confirmed that data would form the first principle of the Public Health Approach and it was currently being considered whether the Council needed additional resources from an analytical perspective to help inform the new approach. There were other areas that needed to be considered including social infrastructure as the new approach developed with opportunities to share information and test possible plans amongst partners.

In regard to interventions, it was noted that it may need a multi-stage approach to continue to make a difference in a young person's life. From the Vulnerable Adolescent Review, evidence had demonstrated that a large proportion of the cohort had been known to the Council and its partners from an early stage. It would be important as the use of the public health approach progressed to gain an understanding of the effectiveness of interventions and use this learning to refine and improve practices.

In response to a question about whether the Council was using examples of the best practice from elsewhere, it was advised that there had been a visit to Glasgow who had been using the public health approach to violence reduction for ten years. There were also plans to visit Lambeth and Birmingham, with the partnership keen to learn wherever possible. It was hoped that anything that Croydon learnt from the process could also be passed on to other agencies and the Government to inform the wider approach.

Conclusions

Following the discussion of this item, the Committee reached the following conclusions:

1. The Committee agreed that youth violence was of one the most important issues facing the Council and the information on the proposed Public Health Approach was promising.

2. The Committee felt that Scrutiny would have a role to play by providing additional challenge on the process as it progressed and where possible the key themes from the Public Health Approach should be incorporated into the Scrutiny Work Programme 2019-20 to allow for a more focussed approach.

3. The Committee agreed that the use of data would be key to informing the new Public Health Approach and felt that it would be a major challenge to get the data needed to fully inform the process.

4. The Committee agreed that identifying when was the right time to make an intervention was another major challenge in using the Public Health Approach to violence reduction.

Recommendation

The Scrutiny and Overview Committee agreed to recommend to the Cabinet Member for Safer Croydon & Communities to use Scrutiny as resource to provide additional challenge to the Public Health Approach as it developed.

21/19   **Exclusion of the Press and Public**

This motion was not required.

The meeting ended at 9.50 pm

Signed:

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Date:

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For general release

REPORT TO:	Scrutiny and Overview Committee 30th April 2019
SUBJECT:	Cabinet Member Question Time – Economy & Jobs
LEAD OFFICER:	Emma Lindsell – Director of Economic Growth
CABINET MEMBER:	Cllr Manju Shahul-Hameed, Cabinet Member for Economy & Jobs
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Cllr Manju Shahul-Hameed, Cabinet Member for Economy & Jobs

ORIGIN OF ITEM:	This item has been identified by the Scrutiny Committee as an area of scrutiny.
BRIEF FOR THE COMMITTEE:	To examine the health of the borough economy and to investigate the work being undertaken to further develop the borough's economy To provide an update on all areas of the Cabinet Member's portfolio, and map the progress made against our priorities identified in the Corporate Plan.

CORPORATE PRIORITY/POLICY CONTEXT:

Corporate Plan for Croydon 2018-2022

- Everybody has the opportunity to work and build their career

  This portfolio has a strong focus on supporting residents to prepare for, find and keep good jobs.

- Business moves here and invests, our existing businesses grow

  The aim of this portfolio is to support sustainable economic growth that increases economic prosperity across Croydon. To increase the number of successful businesses and "good" jobs in the borough.

1. Executive Summary

1.1   This document has been produced to support the Scrutiny & Overview Committee to explore the work being undertaken through the Economy & Jobs portfolio the central aim of which is to further develop the borough's economy, specifically focusing on:

- Skills and employment
- Business investment
- The Growth Zone
- Digital infrastructure

It is recognised that the areas listed above do not describe all of the efforts being made by the council or partners to make Croydon a good place for people to work, invest and innovate. Without success of other portfolio areas such as education; housing; community safety; public health and so on, new good jobs will not be generated and residents may struggle to benefit from the borough's economic growth.

1.2   Croydon's economy is experiencing strong growth in many sectors, such as transportation and storage (55%), construction (33%), education (29%) and information and communications (19%) both in terms of employment and business starts. However, worklessness, particularly among the young and the slow growth of household incomes remains a challenge.

1.3   The success of borough's economic strategy is threatened by a number of ongoing external challenges: uncertainty caused by Brexit; cuts in public spending; and structural changes in the economy caused by changes in spending habits which have impacted on Croydon's retail-dominated high streets.

1.4   Despite the challenging context we continue to pursue an extensive and ambitious programme of regeneration and investment in the metropolitan centre and across the borough. This is a large and varied brief which meets two areas of the **Corporate Plan Priorities 2018-2022:**

- Everybody has the opportunity to work and build their career
- Business moves here and invests, our existing businesses grow

1.5   Policy in this area is also strongly influenced by policies and strategies produced by the two local LEPs: Coast 2 Capital (C2C) and the London LEP (LEAP) and by GLA policies such as 'Skills for Londoners'. Despite Croydon's gradual withdrawal from C2C, the borough remains a key influence on the success of that region's Local Industrial Strategy (Gatwick 360). London is currently developing a Local Industrial Strategy (LIS) and Croydon is playing a strong role in its development both directly and through the South London Partnership. The three key priorities Croydon can expect to see reflected in the final London LIS are the Brighton Mainline, A23 and the university proposition; these priorities read across from Croydon Economic Growth Strategy.

1.6   This report will give an overview of the economic context, explain how the council has worked on these priorities this year and intends to work on them next year.

2   Economic Context

2.1   According to the most recent data (2015 – 17) Croydon demonstrates positive growth in all sectors. Most notable is the growth in specialised construction and civil engineering which experienced 65% and 41% growth respectively in Gross Value Added. Much of this growth has been driven by both the increases in developments in the borough and also the growth of modular construction which increases efficiency and profit for developers.

2.2   There are a total of 14,675 VAT PAYE registered businesses in the borough and available data demonstrates an overall increase of 5.46% since 2015. Sectors which have grown include: transportation and storage (55%), construction (33%), education (29%) and information and communications (19%).

2.3   Specialised construction and information communications are demonstrating strong growth both in terms of employment and business starts. This is positive as it shows Croydon is steadily moving towards some of the higher growth / higher productivity sectors.

2.4   However, the borough is facing a number of challenges. The average gross weekly pay is increasing, but is not keeping pace with London and the UK, suggesting an ongoing issue with in-work poverty.

2.5   In addition, although the economic activity rate remains higher than the London rate of 78.5% in the period Oct 2017 - Sept 2018, it has fallen from 82.4% (Oct 2016-Sept 2017) to 79.1%.

2.6   The most recent data relating to worklessness rates is difficult to compare with other areas due to the impact of Universal Credit. However the data suggests that number of workless households increased in 2016 - 17 by 3%. Croydon does not have the highest rate of workless families however the borough has experienced a higher rate of increase when compared with London.

3   External Economic context

3.1   There are 26,000 residents in Croydon who were born in EU countries and many more who work in our economy and live elsewhere. Brexit has caused uncertainty among this population and their employers. Particular concerns in the business community lie in retail, hospitality, construction and health and social care, where EU citizens make up a large proportion of the work force.

3.2   Regardless of the type or timing of exit from the EU there has been an impact on the local economy. The run up to Brexit has resulted in a significant slowing down of investment from all types of businesses, including non-international businesses. This is mainly due to increased uncertainty and concerns that import prices are likely to rise leading to higher costs for goods and services. The scale of these increased costs are likely to be on a sliding scale with a managed Brexit yielding less impactful costs and a no-deal Brexit resulting in higher costs due to the need to negotiate lengthy Trade Preferential Agreements with numerous countries.

3.3   Ongoing Brexit uncertainty is causing businesses to divert money as they maintain their preparedness for a no-deal scenario. According to analysis by the ONS there was a surge in manufacturing output in March 2019. This was attributed to firms stockpiling in preparation for a no deal Brexit. The results of this are higher borrowing rates and a rise in the cost of storage.

3.4 Austerity has continued to threaten growth in the borough. Since the start of austerity in 2010 Croydon Council has lost 70% of funding from Central Government. At the same time the borough's population is growing and demand rising. The borough has an ageing population and demand for services is increasing due to welfare benefit reform, the freezing of working age benefits and real term reduction in people's wages.

3.5 Additionally public sector workers are impacted by austerity through pay freezes and potential job losses. The public sector is an important sector in the borough, employing 21.1% of the borough's working age population - higher than London and England. There has been 60% growth over the past 5 years (2012-2017) in the number of Government & Public Sector employees in Croydon. This is driven in part by the location of major government offices in the borough, including HMRC and Home Office.

3.6 An additional external threat to the borough's economic growth is the shift to online shopping and other changes in the retail sector. This is impacting all of the borough's high streets, but particularly the metropolitan centre, which has historically depended on retail. At the end of 2018 20% of all retail sales were online and this proportion is growing. This has led to challenges and Deloitte's Retail Trends 2019 report suggests, record levels of discounting, store closures, business failures and job losses are predicted for the year ahead.

4 Corporate Plan Area: Everybody has the opportunity to work and build their career

4.1 As the economic context suggests Croydon has an ongoing need to help residents to prepare for, find and keep good jobs. The past year (April 2018 - 19) has been a period of great activity in this area.

4.2 To address the issue of growing youth unemployment a new, more effective **work experience** offer at the council has been piloted during this year, with young people from many Croydon schools and colleges accessing work placements. A new Croydon Works based application process has meant that all young residents have fairer chance of accessing placements at the council, with places being offered to schools most in need. The centrally coordinated and organised nature of the programme ensures that all involved receive a high quality experience, with group employability training, a full picture of job roles in the council (including Apprenticeships) and an insight into the nature of local democracy. 28 placements will be offered to residents and school/college students in June/July 2019.

4.3 A **programme of events** has been held to raise awareness of job opportunities and support for job seekers, reaching thousands of residents:

- *ChooseDayTuesday*, a careers and apprenticeships day in March 2019, held at Croydon College. This day welcomed school/college students, businesses and parents to three consecutive events focused on learning about apprenticeships

- *Croydon Health & Social Care Training and Recruitment* event in December 2018 in Thornton Heath. On this occasion over 100 residents sought information about jobs and training in the sector, with many receiving offers of interviews.

- *Apprenticeships Work* event showcasing many apprenticeship opportunities for residents.

- *Apprenticeship consultations,* talking with young people across the borough about why they might (or not) chose an apprenticeship.

4.4 Thousands of young people have also been supported in their preparation for the world of work in Croydon's schools and colleges by employers organised under the **EPiC** (Employment Pathways in Croydon) programme and in partnership with the Coast to Capital Enterprise Advisers programme.

4.5 EPiC is a service that connects schools and businesses to create employer engagement opportunities for young people. Good careers guidance in critical for young people to make informed decisions about their future. EPiC introduces businesses to schools and colleges through a range of Council, business and school led activities such as career fairs, work experience and employability workshops.

4.6 In 2018 EPiC worked directly with 29 businesses, 11 schools, and engaged 2,600 students. It also ran events including sector specific job fairs, CV workshops, mentoring, workplace visits and tours and interview support.

4.7 In the last year **889 residents were supported into work** or better jobs by employment services delivered by the council and 153 businesses have received free recruitment and taken on our residents.

4.8 **Croydon Works** is a job brokerage service, delivered by a partnership between Croydon Council, Croydon College and Jobcentre Plus, to provide a free to use recruitment service for local businesses and support for residents to access these vacancies. In addition to the office-based service in the Clocktower, Croydon Works offers training in libraries, such as CSCS Card training, and is part of the localities based model in Thornton Heath. This year Croydon Works has expanded the service it offers, and demand is still rising. In order to meet this demand the council has:

- Successfully bid for funding from the Construction Industry Training Board to provide a programme of support to increase representation amongst long term unemployed people and women in the construction sector

- Applied for two European Social Fund (ESF) projects:
  - ➢ Focusing on improving the position of residents in low paid and insecure jobs to reduce in work poverty
  - ➢ To support those furthest from employment to secure on the job training and work experience through an Intermediate Labour Market scheme.

In the next 12 months Croydon Works will continue to develop relationships with major developers, investors, employers and contractors to ensure that local residents secure work. This includes work with anchor employers such as the Hospital and care homes to support recruitment into health and social care.

4.9 **Gateway** projects include:

- Supported internship programme – supporting 8 young people this year. A supported internship is a study programme specifically aimed at young people aged 16 to 24 who have a statement of special educational needs or an EHC plan, who want to move into employment and need extra support to do so. It is a combination of study at Croydon College and supported employment at Croydon Council.

- Transitions Officer role to work with our SEN schools to allow smoother pathways for their students and have achieved 39 outcomes of supporting SEN students into further education, employment or work placements.

- Endorsement of 'CR Zero 2020' which is an initiative to find new ways to help our rough sleepers. CR Zero 2020 is part of a European-wide initiative to end chronic rough sleeping across Europe by 2020. Croydon is one of the two Local Authority areas in London that are early adopters of the campaign in the UK. The collaborative approach delivers the campaign with several partner organisations including Crisis, Expert Link, Homeless Link and Thames Reach. CR Zero 2020 has engaged 100 local community volunteers to get to know every rough sleeper in Croydon by name, understand their needs and find out what they need for a sustainable route off the streets.

- Locality based working - operating services out of the Fieldway Family Centre since September 2017. They plan to operate out of Parchmore Methodist Church, Youth and Community Centre from May 2019. This will link up with services provided by the Gateways Welfare Rights team who already provide surgeries there.

4.10 Over the next year Gateway are planning to:

- Deliver more supported internships and supported apprenticeships to support people with disabilities into work;

- Seek funding through the Community fund for specific projects focusing on:

  - Single parents – this project is focused on benefit cap households and households affected by domestic violence, it will be delivered in partnership with Successful Mums

  - Care leavers

  - Securing employment in retail for those who have never worked or who are long-term unemployed and for disabled people

- Seek Flexible Support Funding to provide tailored employment pathway's, intensive employment work, early intervention, tailored to individual need, and 1:1 debt advice from a specialist debt officer, while assisting them to realise their housing, health, educational and employment aspirations.

4.11 This year has been a very successful for CALAT, Croydon's **Adult Education** Service. 3,360 learners have been upskilled in 650 courses at CALAT. Courses in ESOL, English, Maths, employability skills and many other essential skill areas are provided. While CALAT's offer serves a very broad purpose it makes an important contribution to the success of the economy by improving the skills of the workforce and those who are currently seeking work.

4.12 This year CALAT's apprenticeship offer has expanded to include Apprenticeship opportunities such as the Level 5 Departmental Manager and Level 3 Business Administration. CALAT are the council's main apprenticeship training provider, and a key provider to schools.

4.13 CALAT plays a critical role in supporting residents most in need of employment and training, for example:

- 63% of learners on Community Learning courses were from BAME backgrounds, compared with 45% (estimated) of residents in Croydon being

from BAME backgrounds.

- Overall female learners made up 78% of total learners

- 34% of learners having a learning disability or difficulty.

- 61% of learners on accredited courses were claiming means tested benefits and enrolled on courses to enter the workplace or develop their careers and earning potential. 1,056 of those learners were unemployed.

- 225 learners were allocated financial support towards the costs of their study via the discretionary learner support fund due to low incomes.

- 74% of all learners in 2017/18 were from areas of multiple deprivation.

4.14 A key priority for the council is helping local people and businesses benefit from the opportunities arising from development and as such it has recently strengthened its Section 106 policy in relation to employment, skills and local procurement. Outputs are dependent on the size of the development but as a guide they are based on the following minimum targets and obligations:

- 34% of the total jobs created by the construction phase to be filled by local residents

- 34% of the total jobs created in the end use phase to be filled by local residents

- All vacancies to be advertised via the council's job brokerage service, and any other agencies as stipulated by the council

- One work-based training opportunity or accredited apprenticeship provided to Croydon residents for every 10 construction workers during the construction of the development

- Provision of training opportunities and health and safety training for all staff based on site

- 20% of net construction budget to be procured within the London borough of Croydon

- Commitment to (sign up to or working towards) Good Employer Croydon

- All direct employees to be paid the London Living Wage

- Evidence of working with local education providers, schools and/or colleges to provide curriculum and career support such as work placements, careers events/talks and employability skills

4.15 While unemployment might be low for many groups it remains high for **disabled people and those with health conditions - Better Working Futures** aims to tackle this. Better Working Futures is delivered across the 5 South London Partnership (SLP) boroughs of Croydon, Merton, Sutton, Richmond and Kingston by Reed in Partnership who provide an integrated package of employment and wider support to people with disabilities and health conditions to support them into and help them remain in work.

4.16 Better Working Futures is resourced through the Work and Health Programme - funding devolved to the council from the Department of Work & Pensions (DWP) to flexibly commission services to meet specific local need for residents who have multiple and complex barriers to work. The council is accountable body for the

programme – the south London programme is one of the best performing in England.

4.17 From March 2018 to February 2019:

- there have been 820 referrals to the programme, against a profile of 755 (109% against profile).

- Of these referrals, 431 started on the programme, against a profile of 497 (87% against profile).

- 72 participants have started work so far.

4.18 The council's **apprenticeship programme** continues to go from strength to strength. 26 people have been employed by the council this year as apprentices in a variety of roles such as project management, cultural heritage and customer service. These opportunities respond to a business need to ensure a pipeline of talented people entering council roles – with training targeted towards specific roles, as well as creating a variety of entry level roles which are accessible to a range of residents. Additional apprentices will be recruited by the council between August and December 2019.

4.19 Croydon's real commitment to diversity in its apprenticeship programme was recognised in July, when we won an Employers Network for Equality and Inclusion (ENEI) award. Our entry focussed on the programme's equality objectives; designed to support people often with a barrier to employment into work. Our commitment to creating a range of positions across the organisation and the fresh energy apprentices have brought to the delivery of services was also of note. We were the only public sector winner of these awards.

4.20 The council also began offering apprenticeship opportunities to existing staff in a programme of professional development. This year 20 officers have begun programmes including project management, data analysis and business administration.

4.21 Apprenticeship activity will further increase over 2019 as the Council led Croydon Apprenticeship Academy starts to deliver. This will start with a project delivering **100 Apprentices in 100 days**. Providing support to businesses interested in recruiting apprentices and a strong offer to residents trying to access these roles. The project will secure 100 apprenticeship placements in employers across the borough and will match 100 residents into those placements - all within 100 days.

4.22 The vehicle to deliver the 100 in 100 campaign will be the newly formed **Croydon Apprenticeship Academy** – a partnership of Croydon's training providers and the council which will continue to deliver quality information and guidance to residents seeking to become apprentices and businesses looking to recruit. It will also make use of the council's unspent apprenticeship levy and will contribute up to 100% of the apprenticeship training costs for eligible small businesses in the borough.

4.23 In the past 12 months the journey towards expanding Croydon's higher education offer has picked up speed, culminating in the announcement in March of a partnership between the council and London South Bank University (LSBU). **Croydon Creative Campus** is a project which seeks to integrate learning, culture, innovation, design and flexible models of future living to make Croydon a 21st Century Sustainable City. Central to the concept is to promote Croydon's aspiration to bring a top quality national and international higher education offer to the borough – through it we have invited partners to discuss potential investment and partnership to create a higher learning campus across Croydon.

4.24 Attracting more university provision in Croydon, adding value to the work already underway at Croydon College will be to enable our residents to secure higher paid jobs in developing sectors; 65% of primary school students will access jobs that do not currently exist in the labour market. In the next 12 months the borough expects to see an expansion in HE provision at Croydon College, John Ruskin College (now merged with East Surrey), LSBU and other universities.

5 Corporate Plan Area: Business moves here and invests, our existing businesses grow

5.1 Bringing new jobs and businesses to the borough through inward investment and existing business growth is critical to ensuring Croydon's economy thrives. A number of strategies have been produced and presented to Cabinet and Overview & Scrutiny Committee, such as the Evening & Night Time Economy Delivery Plan and the draft Economic Growth Strategy. Significant public consultation is planned for the Growth Zone projects and the public and business community are currently being consulted on the following:

- Economic Growth Strategy

- Digital Strategy

- Evening & Night Time Economy Action Plan

5.2 Croydon's small and micro business community is thriving and full of energy, truly the engine of growth for the borough. According to 2018 data there are 14,640 micro, small and medium sized enterprises in the borough (fewer than 250 employees), 13,600 of whom are micro businesses (1-9 employees). This gives Croydon an amazing opportunity for growth and as such the council has developed a programme of support to enable their development.

5.3 Croydon's commitment to the success of SMEs was demonstrated in the **'Croydon Means Business'** campaign. In response to the findings in the 2017 **Small Business Commission** report, 2018 saw 158 events and activities take place, all with the purpose of celebrating, supporting and promoting Croydon's small businesses. This work was supported by the Croydon Business Network (a collaboration of 34 business support and membership organisations that work in Croydon). The year culminated in a very successful Economic Summit at Boxpark in February.

5.4 In the next 12 months the support programme continues with monthly finance clinics; the Social Enterprise Network regular meetings; and further work to support SMEs to access the supply chains of the council and its partners. The annual Economic Summit will take place in September 2019 in Fairfield Halls and will explore issues such as the gig economy, our high streets and the cultural and creative industries.

5.5 The Small Business Commission highlighted the need for more **affordable workspace** right across the borough. As with many London local authorities the pressure on employment land, caused by housing requirements and central government planning policies, such as permitted development rights allowing office to residential conversions, leads to increases in the cost of remaining office and workspace causing hardship for businesses. The Council has responded by supporting providers of workspace through business rate relief, including TMRW Tech Hub, Sussex Innovation Centre and the Business Exchange Hub.

5.6 Over the next 12 months and beyond the Council will be looking to ensure supportive planning policy in terms of the creation of more affordable workspace. The intention is to have a local plan which views affordable workspace in the same way as affordable housing. In addition we are looking to bring in external funding to support workspace projects in our district centres, such as the Strategic Infrastructure Pot (London wide pooled business rate topslice funding). These proposals will likely look to provide an innovative loan programme for operators, combined with business support, business rate exemptions and an inward investment support package.

5.7 The number of businesses with **Good Employer Charter** accreditation has continued to grow; reaching 72 by March 2019. These employers have all demonstrated that they:

- Use local businesses in their supply chains;

- Provide job opportunities to residents by using Croydon Works;

- Ensure employees are paid a fair wage (the London Living Wage, or they are working towards paying this);

- And promote best practice in equality and diversity, staff wellbeing and by ensuring environmental sustainability.

Accredited employers benefit from a programme of events, opportunities to highlight aspects of their work and networking opportunities.

5.8 The aim of the Charter is to increase the number of "good" jobs in the borough – those that enable our residents to achieve financial independence and move out of in-work poverty by encouraging our businesses and employers based in the borough to recruit well and to decently paid jobs with ethical working practices.

5.9 A key finding from the Small Business Commission is that access to affordable finance remains a barrier to small business start-up and growth. To address this the council operates **Croydon Enterprise Loan Fund** (CELF) which provides loans of up to £50,000 to Croydon residents and businesses. Feedback from businesses is positive, for example: "Without the Croydon Council's, CELF loan fund, our growth would have been curtailed and we wouldn't have been able to employ more people and expand our training facilities". - Dean Slade, Slades of Surrey Ltd t/a Bluebird Care Croydon (Winner of 'Business of the Year' at the Croydon Business Awards 2018). "I wanted to thank Croydon Council for all their support in the weeks' leading up to the Loan Panel meeting. I am absolutely thrilled with the result. This funding has provided a real opportunity to grow the business and I'm really grateful" - Nathalie Selvon-Bruce, Vanilla Chinchilla Ltd t/a Buttercup Bus**.**

5.10 This year Croydon's **Evening and Night-time Economy Steering Group** was formed to investigate the challenges facing the Evening & Night Time Economy (ENTE) and to propose and lead actions to address them. The group is made up of strategic partners and operators in the ENTE including the Metropolitan Police, Croydon's 3 BIDs, Croydon Culture Network, Shaking Hands, Fairfield Halls, Boxpark, Ludoquist and Pubwatch. The steering group have taken part in ENTE walks around the borough, commissioned a survey and contributed research findings and ideas for improvements. In addition, a Marketing & Communications sub-group has explored ways of collaborating on joint messaging and promotion of Croydon's ENTE. An action plan has been devised and shared with this committee as a pre-decision report; it will go to cabinet in the Autumn following wide consultation. In the meantime the council and steering group members will pilot a joined up approach to marketing the summer

programme of events this year.

5.11 As part of wider efforts to support the ENTE we will shortly launch the **Croydon Curry Chef of the Year Award**. This will raise the profile of the restaurant sector in the borough, support our ENTE, and draw attention to a skills shortage area.

5.12 Following a recent review by Scrutiny & Overview Committee the council is planning more support for its **social enterprises and co-operatives** over the coming months. The baselining activity which took place to inform the Committee report showed there were no Croydon registered co-operatives. A further piece of research on the state of co-ops and community businesses in Croydon will take place later this year as part of a piece of work focused on Community Wealth Building.

5.13 In 2016/17 **Surrey Street market** recently underwent a £1.1 million refurbishment programme to help create a vibrant and pedestrian-friendly zone, making it a great destination for shopping and relaxing in the heart of Croydon. This has paved the way for a new and exciting opportunity for a regular Sunday market which was piloted in 2017/18. A provider for a more sustainable Sunday market is currently being commissioned and a regular Sunday offer is expected from to start in the next few months. In June Surrey Street will host an international market conference mobile workshop, which will focus on the innovation and investment that has taken place and the challenges still facing markets around the country.

5.14 A key area in which the council can support borough SMEs is through contracting and procurement. The council has placed **social value through procurement** at the heart of the procurement of tier 1 contracts, which includes asking for a commitment to using local suppliers in their contract delivery. For example FM Conway are committed to spending 40% of their supply chain spend with Croydon suppliers, and increasing this by 10% on an annual basis. The council is supporting all suppliers with their commitments in this area through a local business directory and meet-the-buyer events. In addition, this is a key demand of the Good Employer Charter accreditation.

5.15 This year the council has worked hard to increase the level of **international investment and trade** in the borough. The council maintains an active relationship with the Department for International Trade, and London & Partners who promote opportunities in Croydon to international investors and businesses. Croydon businesses are supported through the London & Partners Borough Growth Programme to access markets including international trade opportunities.

5.16 In addition Croydon is regularly represented at investment conferences and events including MIPIM and LREF (London Real Estate Forum) where Croydon showcased its £5.25 billion regeneration programme, including the Growth Zone and refurbishment of Fairfield Halls. Croydon as a place to invest is actively promoted through the Croydon Urban Edge brochure and website, and contributes to journal and trade articles to promote Croydon.

5.17 Four Chinese delegations have visited the borough since May 2018 and we expect these relationships to develop in 2019. For example Croydon Council hosted a high level delegation from one of China's regional governments on 28 August to promote economic links between the borough and the province of Henan. These international visits put Croydon on the map and enables the council to show off the scale of the borough's economic transformation beyond the national level.

5.18 The main way that we will attract commercial investment and business relocation and retention in the borough is to create places that people and businesses want to be. This involves working with developers and landowners to create attractive new spaces

and investing in infrastructure to unlock growth through the Growth Zone or other investment vehicles. The following paragraphs give examples of the range of activity deliver and planned through Growth Zone, the list is not exhaustive but highlights key areas of delivery.

GROWTH ZONE

5.19 **Growth Zone** programme has delivered a number of precursor projects in the last 12 months including the Croydon Arts Store; Ground Art installations; College Square installation; the College Road 'Street Park'; High Street pedestrianisation (including a series of installations such as Ground Art pieces, a parklet, light art trail, further greening and a cultural programme). The projects provided an important platform for collaborations, began to change patterns of behaviour and use of these places which are vital components of long term sustainable growth, regeneration and improving perceptions.

5.20 The **High Street** experimental order and cultural programme delivered in 18/19 were an important precursor laying the foundation for long term change. Over 400 interviews were conducted to enable the support for a permanent scheme to be measured. There were warm attitudes towards the interventions, 3 in 4 agreed it's made the High Street more vibrant and generally improved. Visitors specifically liked the ground art (77%), seating (75%) and events (79%). The initiative scored highly against the Healthy Street aspirations, creating an inviting space and supporting health and wellbeing. Overall there was a 3.6% rise in footfall compared to the same period in 2017. This was favourable compared to 5.6% drop in nearby North End for the same period. On event days the footfall increased by as much as 40%. Wimbledon screenings were attended by 6,500 people, with 96% rating the experience 4/5 stars.

5.21 In January 2019 an OJEU competitive procedure was launched in order to procure an outstanding designer to transform the space around **Fairfield Halls** into a truly world class, exemplary public space. Once implemented 'Fair Field' will be an important public space that will create a fantastic setting for the iconic Fairfield Halls and will be an exciting destination in its own right.

5.22 Design briefs for **Minster Green** and forecourt and **Thomas Turner path** were produced and consulted on. For the Minster the brief was to frame the regeneration of the area immediately around the Minster, and was a step towards creating a space that will raise the profile of Croydon's rich heritage within and outside the borough while catering for the existing and future local community. For Thomas Turner path, the brief set out how this key link between the retail core and the civic centre (and the future Town Hall Square) is to be improved to both encourage footfall but also create a pocket space.

5.23 Design options and feasibility study for the redevelopment **Clocktower** have been prepared, the intention is to create a truly flexible and modern cultural, creative and learning space to enhance core uses including CALAT, the museum, library and David Lean cinema and bring in new complementary activities both during the day and in the evening. The proposals included innovative designs for the main entrance area and a combined central reception space. Subject to approvals, improvement works will begin in the next 12 months.

5.24 A number of core **transport projects** are in the early stages of scheme development. A key component of the 2018/19 programme was focused on Croydon's project management input into schemes led by external partners - the Brighton Main Line

Upgrade Project (led by Network Rail) and two TfL- led projects: Transforming Fiveways and Tram Capacity Improvements. Certain project areas are at a more advanced stage, in particular the Cycle Programme and this has been the main focus of scheme delivery in 2018/19. Also Initial designs for West Croydon station were produced. The projects in the pipeline for the next 12 months include Wellesley Road crossing and Park Lane Gyratory.

5.25 A feasibility stage that commenced this financial year was to assess current and future demand, supply & displacement for **parking** as will be impacted by new developments and ensuring the on-going provision of a balanced and accessible parking arrangement in the Town Centre and surrounding areas. The aim was also to explore advancements in technology & how these may be used to make parking easier and more efficient to manage.

5.26 A particularly innovative element of the Growth Zone portolio of work relates to **The Internet of Things** consists of devices or sensors that 'talk' to each other using connectivity. As part of Croydon's approach to becoming a smart city it aims to become a recognised Internet of Things test bed to develop innovative solutions for a wide range of purposes. The Council has established a Low Power Wide Area Network (LPWAN) for IoT development. The network is free to use for experimentation and prototyping of IoT solutions. The Council, in partnership with Digital Catapult, ran an IoT innovation challenge on measuring the impact of construction sites on air pollution to helped collect relevant data and address this challenge in such a way as to minimise and mitigate the negative impact.

5.27 The Council was awarded a Department for Transport (DfT) grant of £80k to trial a new system and technology to preventatively identify roads defects and damages. For this project the Council and DfT worked with a local tech business using connected vehicle technology and machine learning to assess road quality and trigger alerts for early maintenance intervention. The solution is directly embedded in the Urban Data Platform developed for the Growth Zone. The pilot project was in recognition of DfT seeing Croydon as a supporting testbed for new ideas and innovation.

5.28 Smart City initiatives in the pipeline include a Connected Autonomous Vehicle pilot, overall upgrade of Croydon's CCTV network and open data.

CROYDON DIGITAL

5.29 Croydon's ambition is to become a world-class digital borough and leading destination for innovation, growth and individual opportunities. Already a fast growing sector in term of enterprises and jobs, future success requires investment in world class infrastructure; a highly skilled workforce and collaborative working with and within the tech sector. This year we have demonstrated that we are serious about the borough's digital future by recruiting a new Chief Digital Officer – Neil Williams who has formed a digital team to cover three main areas:

- **Digital council:** Optimising how the council uses digital, data and technology to work efficiently, collaborate and innovate.

- **Digital services:** Transforming the council's relationship with residents by providing online services so good that people prefer to use them.

- **Digital borough:** Maximising opportunities for digital, data and tech to enhance the quality of life and economic growth in our borough.

5.30 The new team have already generated a huge amount of positive energy in the tech community by launching the Croydon Digital web site; consulting on the borough's first

Digital Strategy; beginning the process of multi-vendor delivery models for the council's IT purchasing and holding regular events for the tech industry.

5.31 Croydon Digital brings together the borough's tech community and acts as a borough noticeboard for tech news, business opportunities and jobs. Members of the borough's tech community post regular blogs and share information and jobs on this new web site. Croydon's Digital Strategy which spans our internal operations as a council, the services we provide to residents and cross-sector plans to make Croydon a more digital, smarter place, is currently undergoing a public consultation. Events have included:

- Networking drinks;
- Tech Stack Croydon;
- Cyber Security briefings
- Tech Tuesday, a drop-in at SINC for businesses looking for bespoke software packages to improve their businesses.
- Guidance on accessing government contracts.

5.32 The Croydon Corporate Plan 2018-2022 clearly sets out the council's objective to provide 'the best possible environment for businesses to sustain themselves and to further develop and grow', by 'ensuring excellent broadband is available to Croydon businesses'. **Digital connectivity** is a key focus and while Croydon is well positioned on superfast (speeds of 30Mbits/s) coverage with the latest 98.5% of postcodes having access to superfast connectivity, ultrafast (speeds of 300Mbits/s) coverage is only 5%, mainly residential, and there are still many areas in Croydon that still suffer from low connectivity or are "not spots" (with insufficient coverage). Our key challenge is therefore to match our digital infrastructure with our ambition.

5.33 We will improve digital connectivity across the borough by creating the conditions for, and enabling the provision of, digital connectivity infrastructure that is technically capable and future-proof. Crucially, and inline with our commitment to building community wealth, we are also determined that its deployment and operation contribute to Croydon's growth by using local businesses where possible.

6 Conclusion

6.1 Despite significant external pressures and uncertainty surrounding the Croydon and wider economy the aspiration, ambition and activity of the Council to ensure economic growth continues and meets the needs of our residents is clear. The wide ranging, cross council programme of activity demonstrates the clear strategic objectives from the corporate plan to ensure everybody has the opportunity to work and build their career and business moves here and invests.

Appendices

Appendix 1 – Scrutiny & Overview Recommendations & Actions

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Appendix 1: Scrutiny & Overview Recommendations & Actions

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMEND-ATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
Croydon's Growth Zone's Proposed Five Year Public Realm Programme (12/9/17) The engagement programme be honest with the aims of the project and limitations to ensure people are aware of what can be achieved.	Place Councillor Shahul-Hameed	Accept	Lee Parker	No	The principles have already been implemented and the engagement programme will include robust consultation on a scheme by scheme basis.	TBC
Croydon's Growth Zone's Proposed Five Year Public Realm Programme (12/9/17) Future reports and engagement activities clearly communicate how the town centre would change from the Masterplan (2007/8) and into the future (2025).	Place Councillor Shahul-Hameed	Accept	Lee Parker	No	Engagement activities will show how the town centre is likely to change and seek public opinion before schemes commence. This will include any changes from town centre masterplans where appropriate.	TBC
Croydon's Growth Zone's Proposed Five Year Public Realm Programme (12/9/17) Those with disabilities are taken into consideration when designing schemes and consulting.	Place Councillor Shahul-Hameed	Accept	Lee Parker	No	Croydon Mobility Forum and the Council's internal Disability Network will be fully involved and consulted as schemes are designed and progressed.	TBC
Cooperation & Social Enterprise in Croydon (30/10/18) Recommend to the Cabinet Member for Economy and Jobs that a comprehensive strategy is developed to set out how the Council will provide support for all forms of co-operatism and social enterprise.	Councillor Manju Shahul Hameed Place	Accept	Emma Lindsell	TBC	Included as a priority in the emerging Economic Growth Strategy 2018 – December 2019 Comprehensive action plan to be developed in Q2 19/20	Cabinet Member Question Time – April 2019

Housing in Croydon (6/11/18) Recommend to Optivo, Caysh, CCHA and Thames reach to work extensively to encourage their contractors to pay staff the London Living Wage.	Councillor Manju Shahul Hameed Resources	Accept	Emma Lindsell	TBC	Presentation to be given to next RSL group meeting – 29.01.19 Individual engagement re. Good Employer Charter – Feb 2019 Member follow up if required – April 2019	Cabinet Member Question Time – April 2019

For general release

REPORT TO:	Scrutiny and Overview Committee 30 April 2019
SUBJECT:	Proposed scope of new Digital Strategy
LEAD OFFICER:	Neil Williams, Chief Digital Officer
CABINET MEMBER:	Cllr Simon Hall, Cabinet Member for Finance & Resources Cllr Manju Shahul-Hameed, Cabinet Member for Economy & Jobs
PERSON LEADING AT COMMITTEE MEETING:	Dave Briggs, Head of Digital Operations

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:
Include here a brief statement on how the recommendations address one or more of the Council's Corporate Plan priorities: Corporate Plan for Croydon 2018-2022 Digital is an enabler of every outcome outlined in the corporate plan. The Council's Digital Strategy will articulate the long term vision for how this will be approached.

ORIGIN OF ITEM:	Requested by the Chair of Scrutiny Committee to input into the development of a Digital Strategy for Croydon Council.
BRIEF FOR THE COMMITTEE:	To provide comment and inform the development of a Digital Strategy for Croydon Council.

1. **EXECUTIVE SUMMARY**

   The Council is radically rethinking its approach to digital design, data and technology delivery following the appointment of a Chief Digital Officer in 2018. Significant progress has been made to date, and the approach is to be formalised in a digital strategy, due to be considered by Cabinet in July 2019. This report summarises progress and seeks comments from the Scrutiny Committee to inform the strategy before the drafting process begins.

2. **PROPOSED SCOPE OF NEW DIGITAL STRATEGY**

   Background

   2.1 The political and executive leadership created the new role of Chief Digital Officer (CDO) last summer. From a field of over 100 applicants, they appointed an experienced digital leader who took up post in October 2018.

2.2   Under the new CDO, several previously disparate responsibilities have been brought together, into a newly formed "Croydon Digital Service" within Resources:

- Corporate ICT services (provision of computers, networks, telephony and print, and a demand-led IT project management service to all council departments)

- MyAccount and the Customer Relationship Management (CRM) system that underpins digital services and all customer service by phone, email & in person

- The Don't Mess With Croydon mobile app for reporting street issues

- The Smart Cities workstream within the Growth Zone programme (but with the expectation that this needs to now look borough-wide) and a remit to convene, facilitate and promote the borough's tech sector businesses

- The corporate website and intranet, including web content management

- Digital inclusion (the provision of Digital Zones across the borough)

- The People Systems Programme (re-procurement and implementation of critical systems in child and adult social care, housing and education)

- Software support (bringing this in-house from Capita, and centralising systems support across the council e.g. for people systems)

2.3   The Council has achieved considerable success with digital in the past, winning awards and being considered an innovative leader in the field. However, as the needs and expectations of the Council's service users increase as a result of the digital services they receive from other organisations and sectors, it has been acknowledged that a new approach is required.

2.4   In terms of resident-facing services, for example, the MyAccount system is increasingly outdated, with a legacy code base that is expensive and difficult to maintain and improve. The main corporate website, croydon.gov.uk, received feedback that indicates it is not easy to use and does not encourage service users to help themselves online, rather than phone or visit the Council.

2.5   Internally, for example, the programme to roll out the Office 365 suite, including SharePoint Online for cloud based document storage and collaboration, has stalled with a negative impact on officers' productivity. Other technology capabilities are also not being made the most of, holding back the Council's ability to innovate in service delivery and ways of working, including mobile and flexible working.

2.6   Furthermore, the culture and operations of what was the ICT team did not inspire the confidence of colleagues and the service suffered from a negative perception across the Council. Issues include the speed of delivery of projects, a lack of creative responses to organisational challenges, and a siloed mentality which saw a lack of collaboration and partnership working both within the department and with other service areas. This has led to the growth of 'shadow IT' – where service areas invest in their own technology capabilities and staff, bypassing the corporate technology service.

2.7   The ambition of the new Croydon Digital Service is to become a truly user-centred, agile, delivery-focused directorate, enabling service areas to innovate and excel in achieving their desired outcomes. This will involve considerable cultural change within the team, the adoption of new working methods and renewed engagement with service areas across the Council.

2.8 Given all of the above, the council now needs to set out a clear vision and direction for digital design, data and technology to guide the CDO and newly formed Croydon Digital Service, which will also support relevant work by others both in the council and across the borough over the coming years.

2.9 To set that vision and direction, by agreement with the Leader, relevant Lead Members and the council's Executive Leadership Team, the CDO and his team are at the early stages of producing a short, high-level strategy document, to be published 28 June as a report to the July Cabinet.

3. Inputs to the strategy

3.1 Officers are gathering a wide range of inputs to the strategy. This includes researching good practice in the area, leveraging our networks across the public sector, including local and central government.

3.2 We are also undertaking an innovative online consultation, requesting inputs from local residents, businesses and communities; as well as experts based further afield. Responses to the consultation are published publicly on the site, encouraging people to engage in discussion about the issues and to promote the learning being shared.

The consultation can be found online at http://strategy.croydon.digital/.

The consultation has received excellent feedback from various sources and has been praised as an excellent example of a Council working openly with the digital community to shape its future direction.

3.3 We are also engaging internally with colleagues through an all-staff survey and one to one interviews with senior leaders.

3.4 Members will also be consulted to get their input ahead of drafting the strategy through a number of means, including seeking comments from the Scrutiny Committee.

3.5 Further details of consultation audiences and methods can be found in the original report to ELT, which can be found at Appendix A.

4. Relationship to other strategies and policies

4.1 The new Digital Strategy will replace the IT Strategy, which expired in 2014. The Council does not currently have an active strategy to cover digital or technology.

4.2 The Digital Strategy will support the delivery of the Corporate Plan, in that effective, user centred digital design, data and technology services will underpin almost everything the Council does.

4.3 The Digital Strategy will support and need to dovetail with every Council strategy and policy given the cross cutting nature of technology services.

5. Proposed scope and structure of the strategy

5.1 The intention is for the strategy paper to be high level and brief, setting out the long-term aspiration, the current state of affairs, and the foreseeable next steps in relation to 3 broad themes:

    a. **Digital council** – how we use digital design, data and technology inside the council to be a more effective, efficient and adaptive organisation. This includes (but is not limited to) staff digital capability and culture, the corporate

and line-of-business systems the council uses, how we safely and ethically manage and interpret data, and automation of business processes.

    b. **Digital services** – how we use digital design, data and technology to interact with our residents, more openly and more conveniently to them. This includes how we meet more of the total demand for council services to online self-service; improve democratic engagement through digital channels; ready our services for future technologies such as voice interaction; and enable re-use.

    c. **Digital borough** – how we use digital design, data and technology in Croydon to enhance growth, individual opportunity and quality of life. This includes connectivity infrastructure (e.g. fibre broadband and 5G); digital skills for all; supporting and growing our tech sector; and innovative use of technology to solve civic problems and enhance public spaces (the Smart Cities agenda).

5.2   The strategy paper will include an honest assessment of our current position in respect of all the above. While some significant gains have been achieved in the past, earning the council the Local Government Chronicle's Digital Council of the Year award in 2017, it will be acknowledged in this strategy paper that there remain significant issues to be addressed and that a different approach is needed in future. The SWOT analysis presentation accompanying this paper outlines this in more detail, and we would be very interested in members' views to help inform the strategy.

5.3   We do not wish for the strategy to be bogged down in the detail of what specific actions will be taken, preferring it to focus on the why and the how of our approach – defining clear aims and establishing guidelines rather than prescribing the detailed work up front. Therefore the strategy will be accompanied by a live, open roadmap, published publicly on the croydon.digital blog. This will highlight the progress on major initiatives to deliver the strategy and give the Council the flexibility to alter our course in response to events and changing priorities.

6.   Our approach to digital

6.1   We acknowledge that – in spite of successes such as high numbers of people registering for MyAccount - past digital transformation programmes in Croydon have not delivered the levels of efficiency gains that were expected by service departments, nor the quality of services that users expect and need. Consequently, the Council has already begun to completely transform both its capability and approach in advance of formally documenting the strategy.

6.2   The new Chief Digital Officer, Neil Williams, previously played a pivotal role in developing and leading the award-winning GOV.UK website. As a founding member of the Government Digital Service, he contributed to the creation of GDS's internationally renowned best practice guidance (the Government Service Standard, Service Design Manual and Technology Code of Practice) and has assured numerous central government services against these standards.

6.3   These are the same standards that the Ministry for Housing, Communities and Local Government is now encouraging all local authorities to adopt, by signing up to the Local Digital Declaration (LDD). Croydon signed the LDD in late 2018, committing ourselves to meeting the Service Standard and Technology Code of Practice. We are building our capability and confidence in assessing services against these standards, and have completed one already on an internal CDS service – the croydon.digital blog.

6.4   The blog itself helps us meet another principle of the declaration, and a key element of digital culture and working, which is to be open in the way we communicate and

engage with all those who have an interest in the work we are doing. This follows a number of other local authority digital teams who blog about their work, and so far the croydon.digital site has attracted a great deal of attention and praise since its launch in December 2018. Many members of the team have blogged for the first time on the site, and found it a challenging but rewarding process, and we consider this a strong example of the cultural change we are implementing in CDS.

6.5   Continuing this theme, the Declaration commits us to engaging and collaborating with the rest of the local government sector to share and reuse ideas, learning and experience, and to work together on delivering shared outcomes. Members of the CDS team are heavily involved in networks such as LocalGovDigital and are in regular discussions about developing common solutions to common problems.

Further to this, the Council has committed to being a founding member of the London Office of Technology and Innovation (LOTI), a partnership led by City Hall and hosted at London Councils that will see London Boroughs working together on city-wide digital programmes, where the benefits of scale will see significant improvements to the lives and wellbeing of residents and sustainable growth for our businesses. The work programme for LOTI is currently being developed and we will happily share it with members when appropriate.

6.6   A significant part of the new culture and operations of the Croydon Digital Service, that sets it apart from 'ICT', are the new roles and capabilities being introduced to the team. Learning from successful digital teams from all sectors, we are actively recruiting roles such as

- **Product managers –** owns the 'product vision' for the services, manages and prioritises the backlog of work to be done, and ensure user needs are met by the live service

- **User researchers –** helps us to understand our users and their needs, to ensure we design a service that works well for all users

- **Service Designers –** help us to design end-to-end services, embedding digital elements within a wider process, starting with the initial need arising with a user through to the achievement of a successful outcome

- **Content Designers –** experts in writing online content that is understandable to all users, resulting in a higher take up of digital services.

These roles are proven to be vital to the design, development and uptake of high quality digital services, but have not existed within the Council before.

At present some of these roles are covered by short term contractors as we have an immediate need, but the process is already in place to recruit permanent talent in these positions.

Alongside the new roles, new ways of working are being established to deliver through multidisciplinary teams rather than traditional professionalism-based silos. We are also experimenting with new workplace technology, with collaborative editing of documents, real time group chat and agile project management tools being used to ensure efficient delivery of our work,

6.7   The CDS was restructured in late 2018, with a new management team established and recruitment completed to key roles. This included the appointment of a Head of Digital Operations (retitled from Head of ICT) to act as deputy to the CDO and to take responsibility for day to day service operations, technology solutions and delivery of programmes of work.

Various teams and programmes are being brought into the CDS fold from other areas

of the Council, where they would benefit from being part of a wider dedicated digital design, data and technology service. These include the people systems procurement and implementation programme, and the applications support team that previously was part of the Capita contract, and the Business Systems Team which supported applications in adult social care, education and housing.

A Digital Design team has also been established at this time, and a manager recruited to lead on this work. The web team was transferred into this team from Communications in early 2019. This team contains many of the new roles being introduced to the service outlined above, and significant progress is being made to improve our online offering as a result.

6.8 Key programmes of work that are currently underway, or about to start, which will form elements of the strategic roadmap in future include:

- Successful transition to a multi-vendor technology management service from the incumbent Capita single-supplier arrangement

- The complete redesign and development of the croydon.gov.uk website to ensure it meets user needs

- Successful implementation of new systems in adult social care, education, and housing

- Supporting the successful rollout of key digital services led by services areas, such as the e-marketplace in adult social care, and the transformation of libraries

- Further development of plans for the digital borough agenda, including a major 'urban tech' event to be run in summer 2019

Legal, financial and equalities context

Currently the work undertaken has been met from existing revenue and capital budgets. A business case is being developed with colleagues in Finance, alongside the strategy, to support its delivery.

We will ensure that the strategy supports the Council in meetings its statutory responsibilities, including those relating to data protection, security and privacy. Any procurements that are undertaken to support the implementation of the strategy will follow the Council's procurement processes.

We will ensure that the strategy supports equalities at all stages of its development and implementation. Equalities impact assessments will be carried out for all projects where appropriate. Our commitment to meeting user needs in all the work we do ensures that equalities issues will be considered as part of developing digital services, and the digital inclusion and skills work as part of the digital borough work stream will support local people in making the most of the opportunities that digital technology presents to them.

Appendices

Appendix A – Paper to ELT, January 2019

Appendix B – SWOT analysis presentation to Scrutiny & Overview Committee

CONTACT OFFICER: *Neil Williams, Chief Digital Officer (Deputies: Dave Briggs, Head of Digital Operations; Opama Khan, Head of Digital Place)*

REPORT TO:	ELT – 16 January 2019
SUBJECT:	Digital Strategy update
LEAD OFFICER:	Neil Williams - Chief Digital Officer

1. Executive Summary

Following the appointment of a Chief Digital Officer to lead the digital transformation of the council and borough, we now need to set out a high-level strategy to guide and communicate this work.

Digital is critical enabler to deliver both our Corporate Plan and the related Workforce Strategy. As such, it touches every part of the council's activities, and it's therefore vital that we have a clear vision and plan for how digital transformation will support our ambitions. A strategy is needed to provide clear direction to the newly formed Croydon Digital Service, and all related digital, data and technology activity across the council

This short paper sets out a proposed timeline for producing the strategy by Q2 2019/20, including consultation, communications and clearance, and initial thoughts on structure and content.

ELT are asked to feedback on this plan before work starts in earnest.

2. Background

The Council does not currently have a live strategy that articulates the vision and plans for ICT, digital services or Smart Cities. The previously published relevant documents are as follows (and the proposed new strategy will supersede all these documents):

- ICT strategy 2009- 2014
- ICT Sourcing Strategy
- Information management strategy
- Smart Cities programme (Dec 2017 paper)
- Delivering the Croydon Growth Zone (Oct 2018 – brief mention of Smart Cities)

At the October 15 Cabinet update on the Growth Zone, we agreed to bring a plan for Smart Cities in c.6 months. Rather than produce a paper for just one aspect of our digital agenda, we since agreed at ELT on 14 Nov 2018 and in discussion with Cllrs Hall and Shahul-Hameed to set Smart Cities in context of wider digital plans, within a unifying Digital Strategy, in early summer.

Specific challenges to be addressed through creation of a strategy include:

- How corporate technology services, the transformation of digital services for residents, and Smart Cities initiatives support the Corporate Plan and the Workforce Strategy
- Clarity over governance of technology across the council (combatting 'shadow IT')
- The vision for our technical architecture and digital services, to ensure coherent decision making in building/buying technical solutions
- A coherent vision for the Smart Cities agenda, both in the Growth Zone and beyond
- Clarity over the role we intend to play in supporting the local tech sector, ensuring digital inclusion, and developing digital skills across the borough

3. Initial thoughts on structure and content

We propose to keep the strategy short and high level, setting out the ambition and vision for digital transformation from now to 2022 (aligning with the Corporate Plan timeframe). It will describe the long-term outcomes we wish to achieve, the ways in which we propose to move towards them from where we are now, and how we will measure progress along the way.

Supporting details will be kept out of the strategy and covered in separate assets as follows:

- A digital delivery roadmap, to be launched alongside the strategy, setting out deliverables and timescales for up to 9 months ahead. Rather than a static document, this will be a live, online roadmap that is kept continually up to date as we progress, learn and reprioritise. See for example the GLA Smart London Together [strategy paper](#) and [live roadmap](#).
- A Croydon Digital Service "playbook", setting out the principles and practices we and our vendors will follow, guiding ourselves and informing council colleagues on how we'll deliver the strategy. See for example playbooks from the [US digital service](#), [Hackney](#) and [dxw](#).

Currently, we expect the shape of the main strategy paper to be broadly as follows:

- A top line strategic vision statement for the digital agenda as a whole
- Strategic objectives, setting out 'where we are', 'where we're going' and 'how we will get there' under 3 headings of:
    - **Digital workforce –** *optimising how the council uses digital, data and technology to work efficiently, collaborate and innovate*
    - **Digital services -** *transforming the relationship between residents and the council by providing online services so good people prefer to use them*
    - **Digital place -** *maximising opportunities for digital, data and technology to enhance quality of life and economic growth in our borough*
- Underpinning themes that support all 3 objectives, such as data, digital skills and infrastructure.
- Impact assessments outlining how evidence will be used to measure the effects of the digital strategy on the local economy, environment and society.

4. Consultation and engagement

Given the content of the strategy, and the wider corporate desire to engage more meaningfully with our communities digitally, we plan to run an exemplar consultation exercise to ensure the strategy meets the needs of both the local community and the Council, and represents the highest standard of practice in digital government.

To this end we propose the following consultation activity, to inform the strategy drafting process and to validate the final draft.

Audience	Activity	Purpose
General public.	Blog post on croydon.digital and online survey.	Gather views on the themes and ideas that people care about the most.
Smart city experts	In person workshop	Gather ideas for digital place theme

Croydon digital stakeholders, including local businesses	In person workshop(s)	Gather ideas for digital place theme and how other themes can be supported
Young people in Croydon	Engagement to be co-designed with Young Croydon	To gain the opinions and support of younger people in the area
Service users	In person workshop(s)	To gain insight into views on Croydon digital services
Wider local government digital leaders	Share draft strategy for comment	To ensure we are meeting the highest standards with our strategy
Cross-sectoral digital leaders	Share draft strategy for comment	To ensure we are meeting the highest standards with our strategy
General audience	Share the entire draft strategy online in a commentable form	Provide an opportunity for anyone to have their say on what we are proposing
Internal Council steering group	In person workshops.	To crowdsource ideas and receive feedback on ideas.
ELT	Monthly progress reports	As part of regular CDO session at ELT, activity and progress will be shared for feedback.
CLT	Presentation to away day	To raise awareness and receive feedback
Cllr Hall and Shahul-Hameed	Portfolio holder engagement through CDO's regular one to ones.	Ensure the strategy meets the requirements of the political leadership of the Council
Leader of the Council	Discuss at Leader's weekly strategy meeting	Ensure the strategy meets the requirements of the political leadership of the Council

Many of these consultation activities can be run in parallel, ensuring we can meet our proposed timescales outlined below.

4. Timeline

The following timeline has been put together working backwards from a proposed date for the Strategy to go to Cabinet for member sign off in July 2019.

Following each meeting feedback will be incorporated into the draft before being taken forward to the next meeting.

Date	Activity
28 May	Resources DLT
12 June	ELT
Late June*	Officer pre-agenda
Mid July*	Informal Cabinet
Late July*	Cabinet

* exact dates to be confirmed in new municipal year.

5. Next steps

ELT are asked for feedback on the proposed approach and to encourage all staff to engage fully with the process at every opportunity.

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Digital strategy themes: SWOT analysis

Scrutiny and Overview Committee, 30 April 2019

"A truly digital council will be more connected and integrated, with citizens, communities and businesses reaping the benefits - using digital to reimagine service delivery that is user-centric and meets users' needs."

Council of the Future: A Digital Guide for Councillors, techUK, Apr 2018

COUNCIL OF THE FUTURE
A DIGITAL GUIDE FOR COUNCILLORS

tech UK

Neil Williams

CROYDON

"A truly digital council and borough"
3 strategic themes:

Digital council – how we use digital, data & tech inside the council to be a more effective, efficient and adaptive organisation

Digital services – how we use digital, data & tech to interact with our residents, more openly and more conveniently to them

Digital borough – how we use digital, data and tech in Croydon to enhance growth, individual opportunity and quality of life

Neil Williams

CROYDON

"We're starting from a long way back"

Neil Williams

CROYDON

Digital council

STRENGTHS

Leadership support for digital culture change
Good corporate IT equipment
Powerful software for collaboration & data
Growing data intelligence capability
Transition from Capita to new vendors

OPPORTUNITIES

Make better use of existing software
Digital confidence training for all staff
Adopt agile PPM methods and culture
Planned upgrades to major business systems
Workforce, 'paperlight' & accommodation plans
New tech (e.g. robotic process automation)

WEAKNESSES

Widespread ungoverned tech spend
Mixed levels of digital confidence among staff
No digital L&D programme in place
Many systems with poor usability/interoperability
High volumes of paper-based processes
High volumes of data held in spreadsheets
Low investment in cybersecurity to date

THREATS

Shortcomings of business system vendors
Cybersecurity and privacy risks
Continued ungoverned tech spend
Complexity of managing multi-vendor model

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Digital services

STRENGTHS

180k registered users of My Account
3.6k downloads of DMWC app (900 reports/month)
c200 services online through Council website
c166,000 visitors to the website every month

OPPORTUNITIES

Potential savings: £8.12 per transaction (Socitm)
Improve reputation and brand of the council
Improve relationship by engaging residents
(Recently signed) Local Digital Declaration

WEAKNESSES

30% of demand met through online self-serve
25% users abandon website, send email instead
Poor web design: rated 1 star for usability (Socitm)
Poor web content: 149th LA for readability
My Account expensive to maintain, slow to improve
No quality standard or consistency for web services
Channel shift mind-set has created 'dead ends'

THREATS

No funding for ongoing digital service provision
Legal risk: website breaks accessibility law
Digital exclusion *(see "digital borough")*
Constraints of council systems and processes
Lack of trust due to past digital programmes

Neil Williams

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Digital services

Resident Contact per week

Pie chart: Resident Contact per week
- Access Croydon, 1405, 14%
- Phone calls, 3110, 31%
- Contact the Council emails, 2575, 25%
- My Account Transactions, 3100, 30%
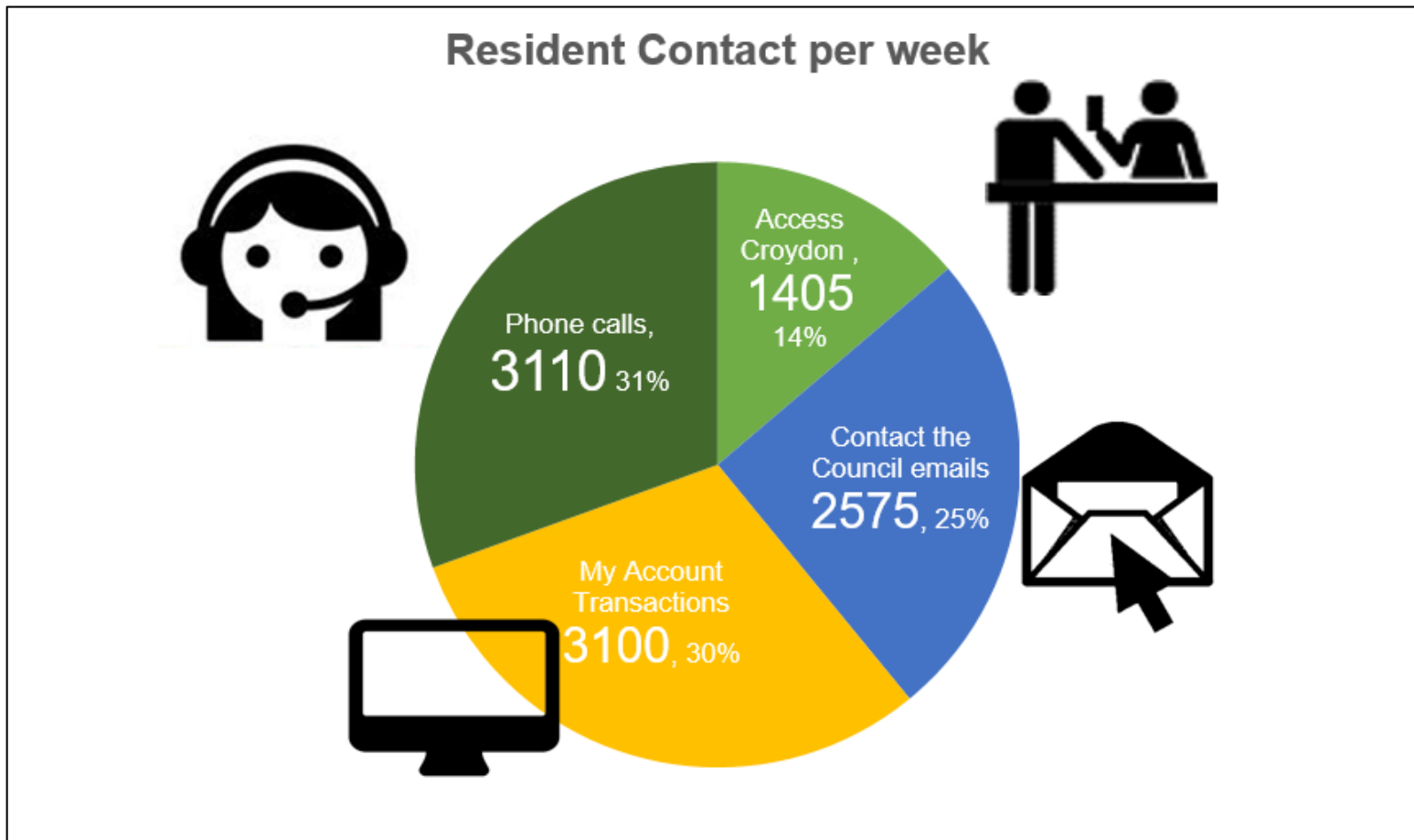
Potential to remove 50% of Access Croydon usage. Based on a 1-day study:
- 44% of customers were asked to use self-serve phones or computers
- 17% were bringing paper documents in

Potential to eliminate most of the email contact (website 'abandons') with a better online offer

Potential to reduce phone contact to just edge cases/complex needs

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Digital borough

STRENGTHS

98.5% of postcodes have superfast broadband
93.5% of homes went online in the past 3 months
Past success in digital inclusion ('digital zones')
Internet of Things network in place with SLP
Legacy of Croydon Tech City; TMRW & SINC

OPPORTUNITIES

Croydon Tech Summit (July tbc)
Croydon Innovation Challenge
Ideal conditions for GovTech & UrbanTech
Croydon Creative Campus
Misc. tentative proposals for new partnerships
Council owned assets (for smart cities)

WEAKNESSES

5% postcodes have ultrafast (fibre) broadband
212 postcodes are "not spots"
Digital inclusion 'zones' not actively managed
Croydon Tech City disbanded
Significant fragility in the local tech sector
Few tangible outcomes from Smart Cities so far

THREATS

Reliance on broadband market forces
Economic conditions (Brexit, Westfield delay)
Districts out of CR0 get left behind

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Achievements since CDO appointment

- Signed the Local Digital Declaration. (New governance will be in place by end Jun)

- Formed the Croydon Digital Service (merging ICT, MyAccount, App, Smart Cities, website, people systems programme, digital inclusion)

- Team development: restructure, recruitment, L&D and culture change

- Brought more services in house (software support, web development)

Neil Williams
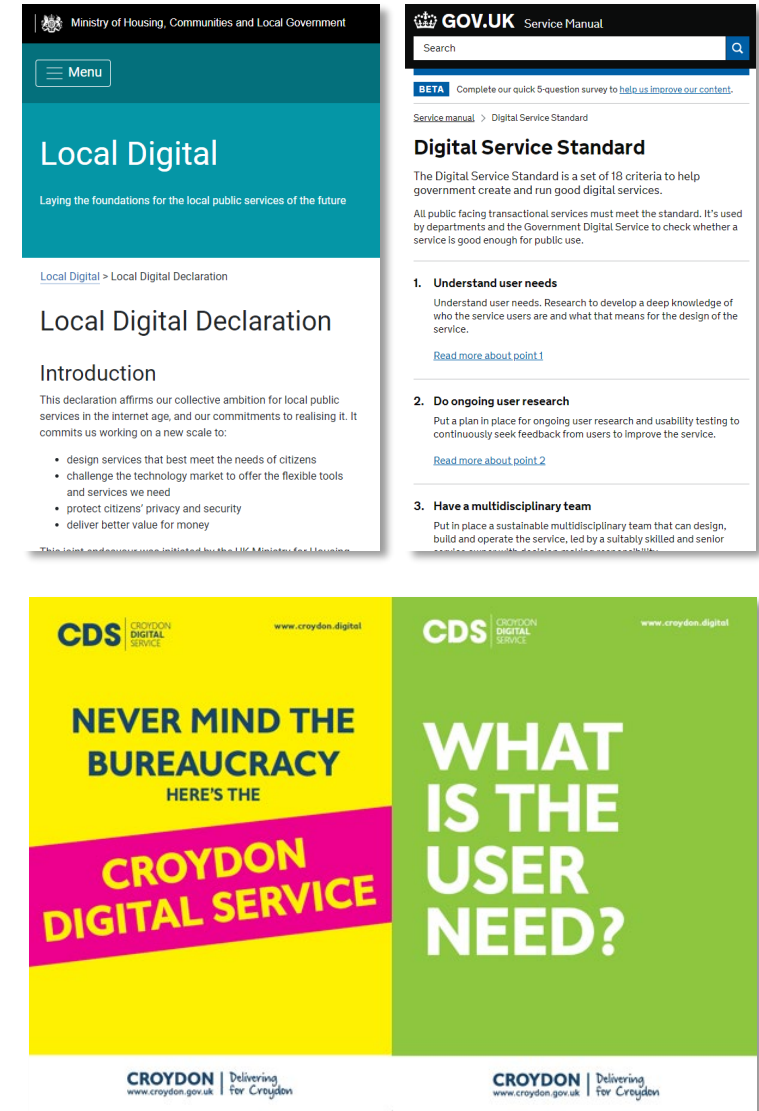
CROYDON

- Launched croydon.digital brand, blog and successful tech community events

- Internet of Things pilots on air quality, humidity and pothole detection

- Quick wins:
  - SEND local offer improvements
  - Contact the council form redesign
  - Tablet pilot for child social workers
  - Fixed check-in kiosks
  - Published broadband action plan

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Also in progress:

- Website redesign and rebuild
- Transition from Capita to new vendors and in-house team
- Delivering new people systems
- The Croydon Conversation
- Urban Tech Summit, Boxpark
- Digital strategy public engagement (see strategy.croydon.digital)
- Business case to grow CDS

Proposed digital strategy

Outline structure

NB the paper will be brief, supported by a roadmap of deliverables (see next slide)

Front matter
- Foreword(s) (CEX/Leader/CDO/lead members)
- The context (the imperatives for change)

Theme 1: Digital council
- Where we want to be / where we are now / how we'll move forwards

Theme 2: Digital services
- Where we want to be / where we are now / how we'll move forwards

Theme 3: Digital borough
- Where we want to be / where we are now / how we'll move forwards

Cross-cutting themes (e.g. data, cross-sectoral working)

Delivery approach and roadmap

Next steps/feedback

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Public roadmap examples from Bulb, City Hall, NHS, GOV.UK – a way to let residents feedback on our plans, and local SMEs see coming opportunities

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Timetable

Creation of the strategy paper
• Internal discovery work: 1 Jan – 23 Mar
• Public consultation: 25 Mar – 5 Jun
• 1st draft: 15 April – 10 May
• Revisions: 13 May – 10 Jun

Executive approval
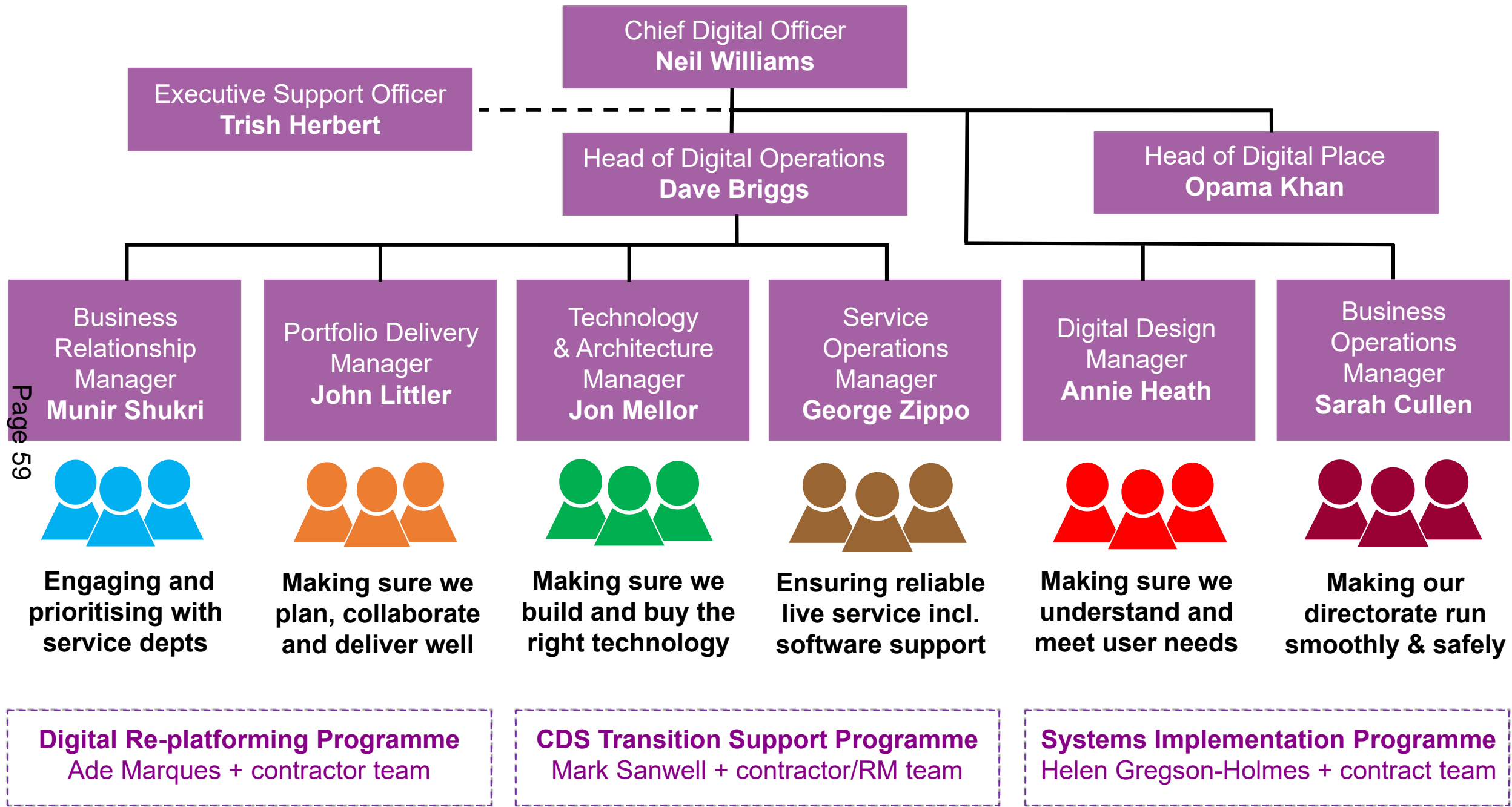• Resources DLT: 21 May
• ELT: 5 Jun

Cabinet approval and publication
• Officer pre-agenda: 10 Jun
• Informal Cabinet: 24 Jun
• **Publication: 28 Jun** (public roadmap to go live simultaneously)
• Cabinet: 8 July

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Consultation plan

Audience	Activity	Purpose
General public – residents, businesses, communities, interested others	Phase 1. Blog post on croydon.digital and online engagement platform; Phase 2. Share the draft strategy online for comment	Gather views on themes and ideas; provide opportunity for anyone to have their say on what we are proposing
Smart city experts; Croydon digital stakeholders and SMEs; LSPs	Direct emails and in person workshops	Gather ideas for Digital borough theme
Young people in Croydon	Engagement method tbc with Young Croydon	To gain opinions and support of younger residents
Wider local government and cross-sectoral digital leaders	Share draft strategy for comment	To ensure we are meeting the highest standards with our strategy
Internal council key stakeholders	In person workshops	To crowdsource ideas and receive feedback on ideas
Exec leadership team (ELT)	1:1s with each ELT member & monthly reports	Gather ideas, priorities & feedback on work in progress
Corporate Leadership Team (CLT)	Presentation	To raise awareness and receive feedback
Leader of the Council	Discuss at CDO's regular one to ones	Ensure the strategy meets the requirements of the political leadership of the Council
Cllr Hall and Shahul-Hameed		
Labour Group PDM	Discussion at policy development meeting	
Minority Group	Present for feedback at regular meeting	Gather full council support for strategy
Scrutiny and Overview Committee	Present and gather feedback (April 30)	Get feedback on proposed scope of the strategy

Neil Williams

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Following slides are for ref (in response to questions if needed)

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                          Chief Digital Officer
                          Neil Williams
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Executive Support Officer
Trish Herbert

Head of Digital Operations
Dave Briggs

Head of Digital Place
Opama Khan

Business Relationship Manager **Munir Shukri**	Portfolio Delivery Manager **John Littler**	Technology & Architecture Manager **Jon Mellor**	Service Operations Manager **George Zippo**	Digital Design Manager **Annie Heath**	Business Operations Manager **Sarah Cullen**
Engaging and prioritising with service depts	**Making sure we plan, collaborate and deliver well**	**Making sure we build and buy the right technology**	**Ensuring reliable live service incl. software support**	**Making sure we understand and meet user needs**	**Making our directorate run smoothly & safely**

Digital Re-platforming Programme
Ade Marques + contractor team

CDS Transition Support Programme
Mark Sanwell + contractor/RM team

Systems Implementation Programme
Helen Gregson-Holmes + contract team

Page 60

3 x Delivery "theme team"

One for each of:
- Place dept
- People depts
- Resources/Gateway

Shared functions

Digital Business Partner

Roadmap

Product Manager & Business Analyst (0.5)

Delivery Manager

Technical Architect

Project Manager(s)

Interaction Designer (0.5)

Content Designer (0.5)

Backlog

Software Developer(s)

Applications Support Officers (n.)

Performance Analyst (0.25) & User Researcher (0.5)

Service Operations

Business Operations

Procurement
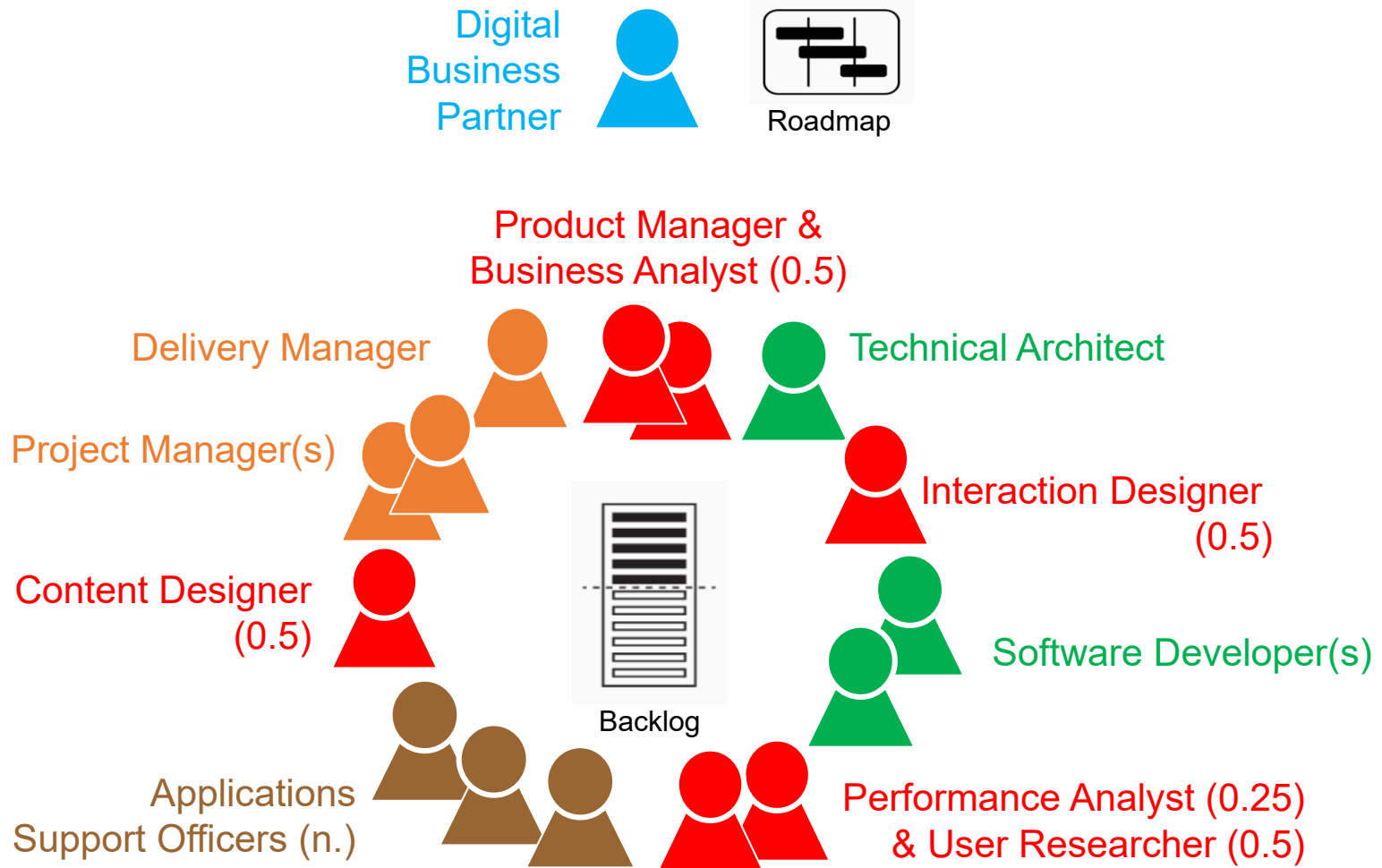
LITTLEFISH

End User Computing
Provision of laptops, desktops, corporate devices, peripherals; Deal with desktop Operating System and software deployment to end user devices.

Service Desk
Single point of contact for end users; Provides self help info and multi-channel contact; Targets first-time-fix; passes user tickets on to other lots.

LITTLEFISH

CROYDON DIGITAL SERVICE

Application Maintenance & Support
Support and management of server software (ie: not on EUC devices); Configuration, upgrades with vendor etc.; Apps may be SaaS or hosted by H&SM.
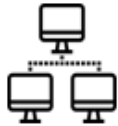
ITSM Service Tooling
Ticketing and configuration management; Manages handoff between suppliers; Software tool owned and managed by Croydon ICT team.

CROYDON DIGITAL SERVICE & TESM

CAPITA

Network Infrastructure & Connectivity
Office Wi-Fi & LAN; Inter-site connections; Outbound connectivity (internet, PSN); Related network services (DNS, DHCP, Wi-Fi Certs, Firewall).

Hardware & Software reseller
Simple purchase for off-the-shelf software & hardware. (May also buy via other suppliers).

LITTLEFISH

CAPITA

Hosting & Server Maintenance
Manage virtual servers in Azure, and physical in SunGuard; Responsible for server OS and common software on all/most servers; Azure monitoring.

Mobile
Mobile telephony calls, handsets and mobile data.

CAPITA

VODAFONE

Telephony & Unified Communications
Telephony service for staff desk phones, softphones, and call center; Also covers unified comms - Skype chat.
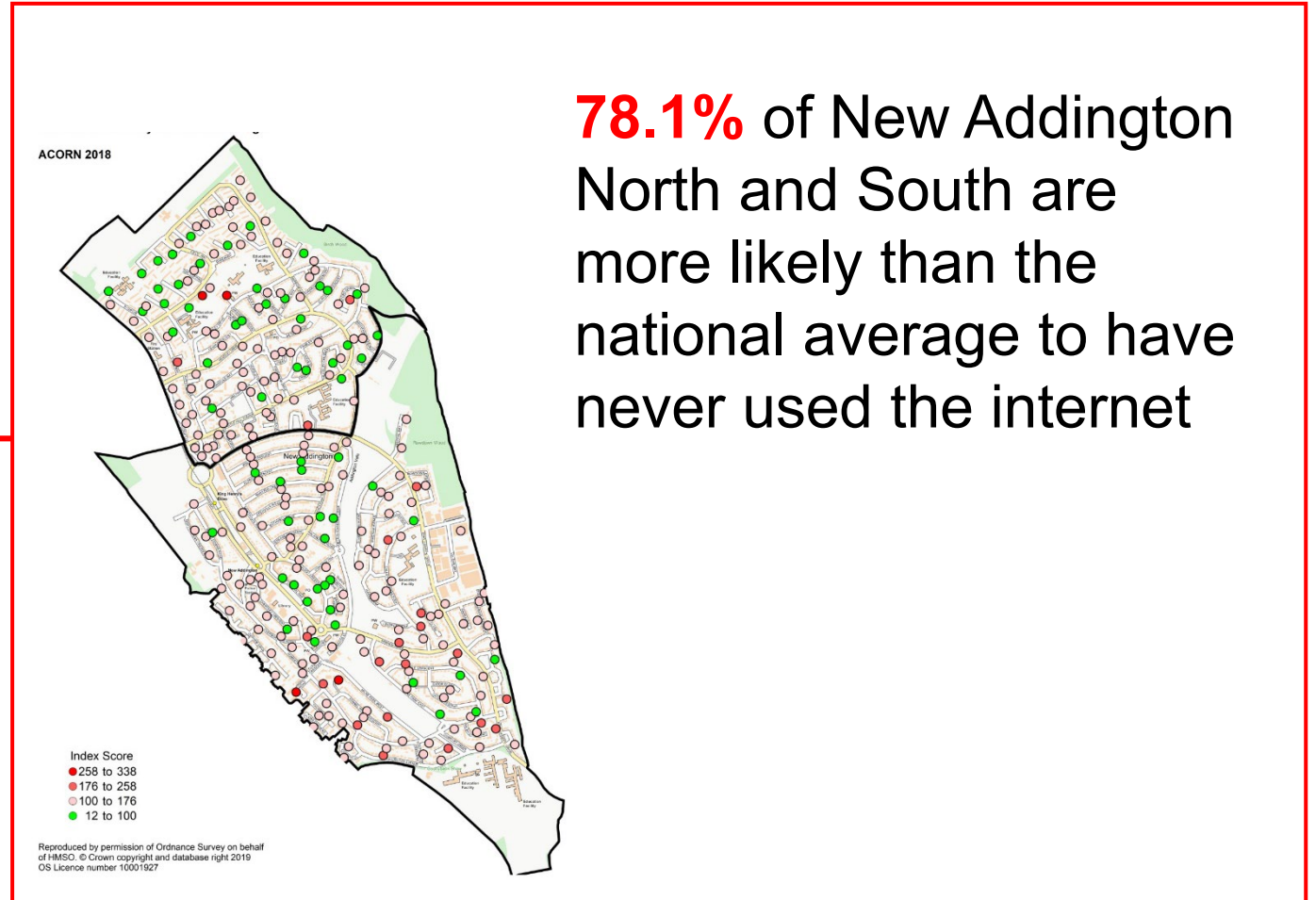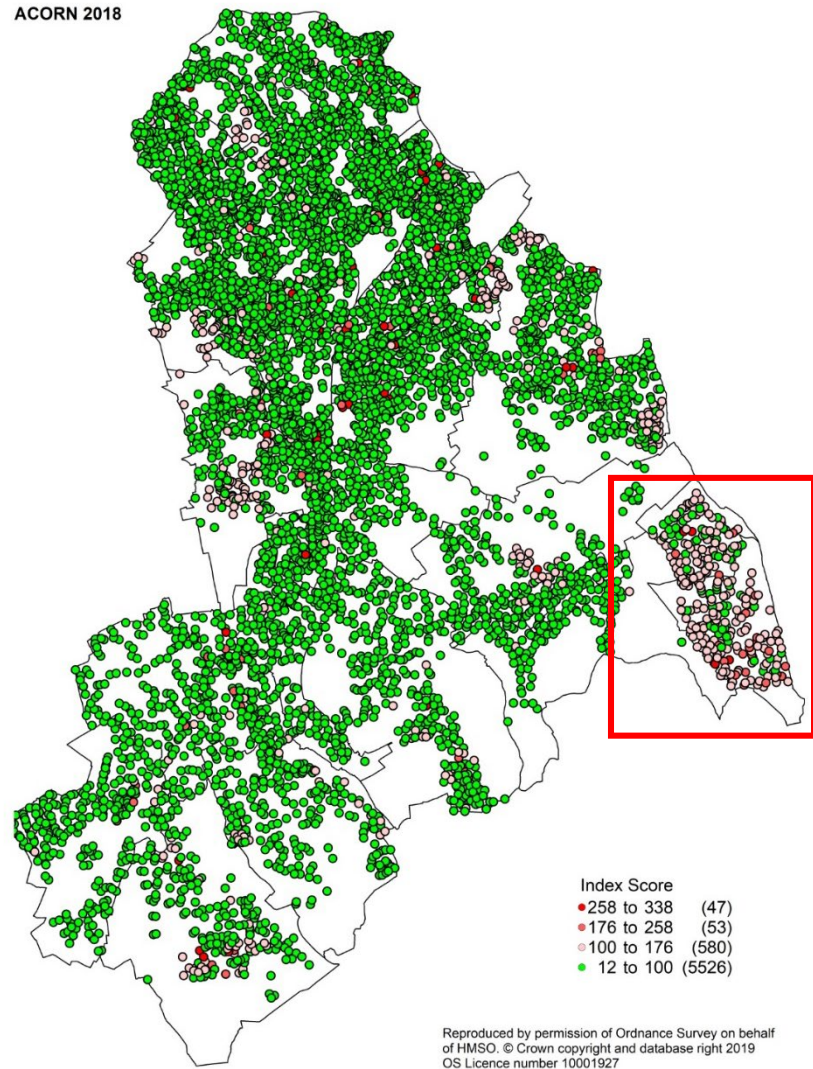
Managed Print
Provision and maintenance of office and specialist printers throughout Council; Management of print queue & billing; Provision of consumables.

XEROX

11% of Croydon residents are more likely than the national average to have never used the internet (all the red dots on the map) *Source: ACORN*

ACORN 2018

Index Score
- 258 to 338   (47)
- 176 to 258   (53)
- 100 to 176   (580)
- 12 to 100   (5526)

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78.1% of New Addington North and South are more likely than the national average to have never used the internet

ACORN 2018

Index Score
- 258 to 338
- 176 to 258
- 100 to 176
- 12 to 100

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ACORN types that are 3 times as likey as national average to have never used the internet

ACORN 2018

Norbury Park

Crystal Palace & Upper Norwood

Norbury & Pollards Hill

Thornton Heath

Bensham Manor

South Norwood

West Thornton

Woodside

Selhurst

Broad Green

Addiscombe Idiscombe West East

Shirley North

Fairfield

Park Hill & Whitgift

Shirley South

Waddon

South Croydon

Selsdon & Addington Village

New Addington North

New Addington South

Selsdon Vale & Forestdale

Purley Oaks & Riddlesdown

Purley & Woodcote

Sanderstead

Coulsdon Town

Kenley

Old Coulsdon

Elderly people in social rented flats

Pensioners in social housing, semis and terraces

Pensioners in social housing, semis and terraces are the most likely types to have never used the internet

Elderly people in social rented flats are the 2nd most likely types to have never used the internet

Small part of Old Coulsdon ward has three 'Pensioners in social housing, semis and terraces' postcodes next to each other

121 households in these 3 postcodes – they are all 3 times more likely than the national average to have never used the internet

ACORN Type 45 – Pensioners in social housing, semis and terraces are the most likely types to have never used the internet in Old Coulsdon

ACORN 2018

CR5 1BD
75 households

CR5 1QH
11 households

CR5 1DU
35 households

○ Pensioners in social housing, semis and terraces

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